



ROYAL BC MUSEUM

Annual Report
2007-2008



BRITISH
COLUMBIA

The Best Place on Earth

ORGANIZATIONAL OVERVIEW

SUMMARY DESCRIPTION AND PRIMARY BUSINESS

The Royal BC Museum Corporation, located on Victoria's Inner Harbour, consists of the Royal BC Museum, British Columbia Archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wa'waditla), St. Ann's Schoolhouse, and the Netherlands Carillon. The primary purpose of the RBCM is to collect, preserve, and interpret the artifacts, specimens and documents that tell the story of British Columbia, and to share that story with the world.

BENEFIT TO PUBLIC

The work of the RBCM benefits the public by:

- Developing and preserving collections for current and future generations;
- Sharing the natural history and human story of British Columbia with the world through the physical environs of the RBCM site, regional programs and internet access to the collections and archives;
- Supporting education through the provision of materials, programs and complimentary student admissions;
- Supporting research through projects and by providing access to the collections and archives;
- Contributing to the provincial economy as a tourism destination of choice; and
- Managing the archival records of the government of British Columbia.

DIRECTION FROM GOVERNMENT

The Shareholder's Letter of Expectations, signed in 2006, serves as the basis of agreement between the Shareholder and RBCM respective to roles and responsibilities of each party and of the corporate mandate. It includes high-level performance expectations, public policy issues and strategic priorities. The Shareholder's Letter can be found on the RBCM website at: www.royalbcmuseum.bc.ca/Reports_Policy/Shrldrs_Ltr.aspx.

EXPANSION AND REVITALIZATION PROGRAM

To meet our obligation to be more self-sustaining, the Royal BC Museum Corporation has a vision to offer a first-class facility to attract more support and generate more revenue. We have a unique opportunity now to create an iconic showpiece and cultural legacy that celebrates the human and natural history of British Columbia.

We are committed to providing the best preservation of artifacts, archives and collections for the people of British Columbia; our grandchildren and great-grandchildren of generations to come. We also strive to offer an enjoyable, educational and interesting experience for visitors of all ages and future generations.

CORE BUSINESS AREAS, PROGRAMS AND SERVICES

The RBCM is organized into seven operating areas, and has two core business functions to meet our strategic goals:

1. Collection development and preservation; and
2. Interpretation and sharing of British Columbia's human and natural history

Access and Information Management

Provides public access to artifacts, specimens and archival material, including images and documents. As the Archives of BC, this branch collects private documents of provincial significance, manages government archival records and extends virtual access to the collections through the RBCM website. Director and Provincial Archivist: Gary Mitchell

Business and Operational Services

Provides services to the public, to employees and volunteers, including site development, property management, operations and security services; stewardship of revenue collected through admissions; and human resource management services. Director: Angela Williams

Chief Financial Office

Manages financial and related functions including strategic budget development, financial management, information technology, policy development, business planning, risk management, legal services, and financial analysis. Chief Financial Officer: Faye Zinck

Curatorial Services

Develops, preserves and manages the collections, and ensures the safety and longevity of all artifacts, specimens and archival records in the care of the RBCM. Conducts research and ensures the collections and knowledge resident in the collections is available to other researchers and the public. Director: Grant Hughes

Exhibits and Visitor Experience

Interprets the collections and the knowledge resident in the collections through the design, construction, installation and maintenance of exhibitions and through the development and delivery of public programs. Director: Tim Willis

Development

Responsible for raising funds that support the strategic objectives of the organization. Fundraising programs include annual giving, major gifts, planned giving, sponsorships, grant-writing and support for the endowment. This department works collaboratively with the Friends of the Royal BC Museum Foundation. Director: Diane Lloyd

Marketing and Communications

Projects the public image of the RBCM through media relations, advertising, sponsorship and promotions, public relations, corporate communications, outside sales and publications. Acting Director to February 2008: Angela Williams. Director from February 2008: Theresa Mackay

PRODUCTS AND SERVICES PROVIDED

The RBCM provides the following products and services:

- Collection, preservation, research and interpretation of the province's historical artifacts, specimens and documents, including government documents;
- Permanent exhibitions that tell the natural history and human story of British Columbia;
- Temporary exhibitions showcasing special travelling displays that attract tourists and repeat visitation;
- Special programming that invites the attendance and participation of local and tourist audiences;
- Partnerships with local businesses and the tourism sector to boost visitation to the province's capital and contribute to the provincial economy;
- Educational and research support for students, teachers and scholars;
- Regional programming, internet access and virtual exhibitions;
- Management and maintenance of the cultural precinct consisting of the Museum, British Columbia Archives, Helmcken House, Thunderbird Park, Mungo Martin Big House, St. Ann's Schoolhouse and the Netherlands Carillon;
- Ancillary services including retail (which provides a venue for BC artists) and food services; and
- A means for donors who wish to donate heritage artifacts/archival documents for long-term preservation.

HOW SERVICES ARE DELIVERED

The RBCM delivers its services in a variety of ways:

- Physical delivery of exhibitions and programming within the RBCM complex;
- Education of BC youth through school programs;
- Electronic access to collections and archives through finding aids and the internet;
- Published books and research papers; and
- Delivery and support for regional programming in selected (rotating areas) of the province.

PRINCIPAL PARTNERS, CLIENTS AND STAKEHOLDERS

Principal clients and stakeholders include federal, provincial and municipal governments, First Nations, community organizations, local businesses through the Chamber of Commerce; tourism industry organizations, cultural and heritage groups, our Board of Directors, staff, and volunteers; the Friends of the BC Archives; and the Friends of the Royal BC Museum Foundation (Foundation). The RBCM works in partnership with the National Geographic IMAX Theatre and with the on-site food services provider, Willie's Bakery; and with corporate catering partner Truffles Group and preferred caterers Feys & Hobbs Catered Arts, Simply Elegant Cuisine and Food for Thought.

FUNDING AND REVENUE

The Province of British Columbia provides a \$12.5 million operating grant to RBCM to fund core collections preservation and management, operations and activities. The balance of operations are funded through earned revenue that is comprised of admissions, access service fees, fundraising, related retail and food services operations and royalties from the National Geographic IMAX Theatre. Funds are also provided through the Foundation.

LOCATION OF OPERATIONS

The Royal British Columbia Museum Corporation (Royal BC Museum, BC Archives and other heritage properties) is located at 675 Belleville Street in Victoria, BC. The RBCM is also accessible via the Internet at www.royalbcmuseum.bc.ca and regional services are provided in partnership through outreach programs.

OUR VISION

Revealing British Columbia, inspiring wonder.

With a passionate commitment to research, education and public involvement, the Royal BC Museum Corporation is proud to be among the finest cultural institutions in the world.

MANDATE

The Royal British Columbia Museum Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. Its purpose is to fulfill the Government's fiduciary responsibilities for public trusteeship of the provincial human history, natural history and archival collections and exhibits, and to preserve these collections for future generations of British Columbians.

MISSION

To explore and preserve British Columbia's human history and natural history, to inspire curiosity and wonder, and to share our story with the world.

VALUES

- Accountability to public expectations and concerns.
- Responsible stewardship of the collections and information entrusted to our care.
- Respect for diversity.
- Respect for people and partnerships.
- Objectivity in our work.
- Environmental responsibility.
- Excellence in all we do.

ENABLING LEGISLATION

The Royal BC Museum Corporation is a Crown Corporation created in 2003 under the *Museum Act*. "RBCM" or "Corporation" means the Royal BC Museum Corporation throughout this document. The *Museum Act* mandates the Corporation to fulfill the government's fiduciary responsibilities for public trusteeship of the provincial human history, natural history, and archival collections and exhibits, including specimens, artifacts, archival records and other materials that illustrate the natural history and human history of British Columbia. The Royal BC Museum Corporation is the Archives of the Government of British Columbia. The collections are preserved for current and future generations of British Columbians.

MAJOR PROGRAMS

- Development, management and care of the collections.
- Public access to the collections.
- Exhibit development.
- Research and interpretation.
- Public and community education.

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Front cover: A lush spot in the Native Plant Garden.



David McMillan

MESSAGE FROM THE CHAIR TO THE MINISTER RESPONSIBLE

On behalf of the Board of Directors of the Royal BC Museum Corporation, I am pleased to present the Corporation's 2007-2008 annual report.

The Corporation enjoyed tremendous success last year on many fronts. Its revenue of \$25.8 million represented a 25 percent gain over 2006-07 results. It contributed more than \$42.7 million to British Columbia's economy and generated 1,045 jobs across the province. And it achieved these results while making significant organizational improvements that will be critical to its future success.

The Royal BC Museum Corporation is your institution – your museum and archives. It serves the Province, its shareholder, by protecting for all British Columbians the artifacts, specimens and documents that tell the story of this province – the best place on Earth. As such, the Corporation recognizes and values the ongoing support of the Province to fulfill its mandate.

At the same time, the Corporation has made great advances in the way it works with partners, sponsors, donors and the wider community. New staff and executive members were recruited last year to develop and enhance these business relationships in a strategic manner. A comprehensive plan was created to help the Corporation leverage more external resources for greater benefit in the future.

Revitalizing the museum and archives remains a vision of this Board. The Royal BC Museum Corporation is one of the premier cultural institutions in Canada. With its buildings over 40 years old and internal infrastructure which has reached the end of its life cycle, renewal has emerged as a priority to ensure the Corporation continues to engender respect, inspire wonder and explore all that makes British Columbia special.

The Corporation, its partners, governments at every level and the community at large all have a vested interest in ensuring the required investments can be harnessed to create the museum and archives of the future for British Columbians. Naturally, all parties should also expect their resources would be used wisely. To that end, a committee was struck last year and outside expertise was retained to evaluate the best options for the future of the RBCM property, and how best to proceed if resources become available.

These important organizational initiatives – developing business strategies, building partnerships capacity, continuing site planning – have provided the Royal BC Museum Corporation with a strong foundation for moving forward and taking full advantage of any opportunities presented to it. The Corporation and this Board are very proud of all that was achieved in 2007-2008, and we look forward to working with the Province and all British Columbians in the year ahead.

The 2007-2008 Royal BC Museum Corporation annual report was prepared by the Chief Executive Officer (CEO) and staff under Board direction in accordance with the *Budget Transparency and Accountability Act*. The Board, through its direction to the CEO and its review of this report, which includes reporting on performance measures and targets, is responsible for the report. This annual report is consistent with government's strategic priorities and overall strategic plan. All significant assumptions, policy decisions and identified risks as of March 31, 2008 have been considered in preparing this report. The Board provides direction to the CEO, who in conjunction with RBCM staff is accountable to the Board for ensuring the Royal BC Museum Corporation achieves the specific objectives identified and for measuring and reporting actual performance to the Board.



David McMillan
Chair, Board of Directors, Royal BC Museum Corporation



Pauline Rafferty

CEO'S REPORT

With a rich heritage 122 years in the making, there is no cultural institution better suited to telling the story of British Columbia than the Royal BC Museum Corporation. The past fiscal year was one of great achievements for the Corporation, and British Columbians can justifiably be proud of their provincial museum and archives.

Important milestones were realized in public programs and exhibitions, organizational efficiencies, internal capacity-building and finding better ways to relate to our community of interest – British Columbia and those who have a passion for it.

The Royal BC Museum Corporation presented one of the most successful blockbuster exhibitions in its history from April 14 to October 14, 2007. *Titanic: The Artifact Exhibition* was attended by more than 470,000 paid visitors in six months, which contributed significantly to overall attendance of 542,596 paid visitors for the year. It also represented the first revenue sharing agreement of its kind undertaken by the museum and archives, a partnership that gave visitors a powerful, moving experience and also proved financially rewarding for the RBCM and its partners.

Concurrently, we developed and launched *Free Spirit: Stories of You, Me and BC*, one of the cornerstone projects of the Province's BC150 Years celebrations in 2008. Our preparations for this landmark project saw us reach out to British Columbians in their own communities and engage them in a personal exploration of their shared history – essentially, what it means to be a British Columbian.

Our mandate is to share the story of this province with the world, to educate, spark a ray of enlightenment and advance our collective understanding of this special place. Coupled with great advancements we made in developing our business capacity, adding key staff resources and assuming a leadership role in the BC community, our success connecting with individuals last year has given us a foundation for better achieving our mandate as we move forward.

We brought new technologies online last year to further assist us in that goal. A new collections management system is improving our administration of the 7 million items entrusted to our care by the Province. It is also facilitating far greater access for the public to information about all of our collections and holdings.

The Royal BC Museum Corporation is not merely an organization. It is a team of people – from staff, volunteers and contractors' representatives to partners, sponsors and donors – who bring exhibits and collections to life for others. Through their actions and support, they give meaning to our visitors' experiences, and the Corporation could not succeed without them.

Everyone at the RBCM cares about protecting this province's environment and helping others understand how they can make a positive difference. Last year, that spirit took flight in our organization with several initiatives aimed at making the Royal BC Museum Corporation an environmental leader in its field.

The replacement of outdated lights with energy-efficient bulbs was just one small step. As you will read elsewhere in this report, the RBCM partnered last year with BC Hydro on a wide range of measures, contracted leading energy management experts and took many steps to reduce our impact on the environment. Reducing our carbon footprint and greenhouse gas emissions is a top priority for the RBCM, and we are proud to be acting well ahead of most other institutions of our type in North America.

The Royal BC Museum has learned a great deal in its 122 years of preserving, exploring and sharing the human and natural history of this province. And as the pace of learning has accelerated over the years, our organization has become incredibly adept at applying the latest knowledge in a diversity of fields.

In 2007-2008, the RBCM proved it is committed both to learning and to leading. We made real progress on environmental initiatives, innovative partnerships, strategic alignments of staff resources and proactive measures to help British Columbians reconnect with their museum and archives.

Our successes are highlighted throughout this report, yet it bears mentioning that many of the year's projects were developmental, preparing strategies and laying groundwork for initiatives that will be rolled out this year and in subsequent years. Future annual reports will more fully account for the results of those initiatives, and we look forward to sharing the journey with you.



Pauline Rafferty
Chief Executive Officer, Royal BC Museum Corporation

REPORTING ON PERFORMANCE

The following report measures performance against the 2007-08 Service Plan. There have been no significant changes from that plan.

Consistent with the Royal BC Museum Corporation's continuous improvement management principles, the Service Plan for 2007-08 was refined to reflect a strategy focused on three key goals:

- Collections representative of the human and natural history of BC which are accessible and preserved, and which contribute to the knowledge of current and future generations;
- A visitor experience that educates and strengthens our quality of life and ensures new and repeat visitation;
- A sustainable, high performing organization.

Comparisons are based solely on results that equate to 2007-08 measures. Changes were made this year to the measures previously used in 2006-07 service plan/annual report cycle to more accurately reflect the operating goals and objectives of the organization.

CORPORATE REPORT CARD

Goals, Objectives, Strategies, Measures and Targets

The RBCM has revised objectives, strategies, measures and targets included in the 2006-07 Service Plan (and annual report) to enhance the focus on key aspects of performance which enable the RBCM to determine its success in a variety of areas, and against the goals that we have set for the organization.

Goal 1: The Collections

Collections representative of the human and natural history of BC, which are accessible and preserved, and which contribute to the knowledge of current and future generations.

Objective 1.1 Develop a collection that is significant to BC, representative and authentic.

Key Strategies and Plans: The Corporation has an ongoing Collection Development program which assesses the value of known artifacts against criteria for inclusion. The program also takes a strategic view; the RBCM seeks to identify previously under-acknowledged sectors and sources to take a more inclusive view of BC's growing diversity.

Importance of Measure: Assessing whether the RBCM has collected all relevant and significant artifacts in the collection is an ongoing task, based on changes in knowledge, understanding and appreciation of the changing diversity and changing times of BC's history. Measurement of success in this area is a qualitative process. Success is best measured by assessing the comprehensiveness of the collection and any significant gaps and then attempting to close those gaps.

Data Limitations: The basis of the assessment is necessarily judgmental based on current knowledge and professional judgment.

Performance Measures	2006-07 results	Targets		
		2007-08	2008-09	2009-10
Key subjects are represented in the collection	116 human history accessions (414 artifacts/objects); 10,919 specimens 0 archival record boxes from government 8 private collections accessioned	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes
Results				
		2005-06	2006-07	2007-08
		no results reported	116 human history accessions (414 artifacts/objects); 10,919 specimens; 0 archival record boxes from government; 8 private collections accessioned	6769 new specimens for fiscal year 124 human history acquisitions for fiscal year 7 Private Records accessions, 742 boxes, 4181 items 0 boxes of Government records Acquisition highlights described in body of this report

Objective 1.2 Longevity of collection protected.

Key Strategies and Plans: The Corporation plans to minimize risks to the collection by introducing additional measures to protect the artifacts and archives from damage due to moisture, potential flooding, fire, or earthquake. A Collection Risk Assessment was completed in 2005. The long-term goal is to have the highest risks reduced in a cost-effective way on a priority basis so the collections will be stored in standard compliant storage.

Importance of the Measures: A key goal of a museum and archives is to ensure that the collection is preserved carefully for future generations. This involves several activities, including preservation and conservation. Internationally, there are standards which describe the storage conditions required to ensure the protection of major types of artifacts or archives. This measure reports on how safe the collection is in the current storage environment, by reporting the percentage of the collection that is stored in accordance with the standards.

Data Limitations: The data for this measure are based on professional judgment and using recognized criteria established by the Canadian Conservation Institute (CCI) and the Canadian Council of Archives. The measure reports on numbers of artifacts and archives, and does not adjust for relative value.

Performance Measures	2006-07 results	Targets		
		2007-08	2008-09	2009-10
Magnitude of risk to the collection	50% of archaeology collection upgraded to waterproof containers in the warehouse	100% of archaeology collection upgraded to waterproof containers in the warehouse 25% of ornithology collection with new labels 10% of electronic records with finding aids and location controls 0% of original sound and moving images housed in cool or cold storage	Sprinkler system for Helmcken House and St. Ann's Schoolhouse in development 50% of ornithology collection with new labels 50% of electronic records with finding aids and location controls 50% of original sound and moving images housed in cool or cold storage	100% of catalogued objects in Helmcken House and St. Ann's Schoolhouse protected by a sprinkler system 100% of ornithology collection with new labels 100% of electronic records with finding aids and location controls 100% of original sound and moving images housed in cool or cold storage
Results				
		2005-06	2006-07	2007-08
		Risk Assessment completed in this fiscal year	50% of archaeology collection upgraded to waterproof containers in the warehouse Cold storage planning of location/sizing is complete Ornithology project deferred as grant funding application was not approved Archaeology risk reduction 90% completed	Conservation work completed on 602 objects 100% of archaeology collection upgraded to waterproof containers in the warehouse 25% of specimen labels in the ornithology collection have had the catalogue number rewritten 10% of films protected approx 75,000 exposures microfilmed (46 rolls of microfilm produced) 20 data loggers installed in Archives Fire risk assessment of Helmcken House completed Integrated pest management program and proactively addressed localized problem

REPORTING ON PERFORMANCE

The following report measures performance against the 2007-08 Service Plan. There have been no significant changes from that plan.

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- A visitor experience that educates and strengthens our quality of life and ensures new and repeat visitation;
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Comparisons are based solely on results that equate to 2007-08 measures. Changes were made this year to the measures previously used in 2006-07 service plan/annual report cycle to more accurately reflect the operating goals and objectives of the organization.

Corporate Report Card

Goals, Objectives, Strategies, Measures and Targets

The RBCM has revised objectives, strategies, measures and targets included in the 2006-07 Service Plan (and annual report) to enhance the focus on key aspects of performance which enable the RBCM to determine its success in a variety of areas, and against the goals that we have set for the organization.

Goal 1: The Collections					
Collections representative of the human and natural history of BC, which are accessible and preserved, and which contribute to the knowledge of current and future generations.					
Collection 1: The collection that is significant to BC representation and culture.					
Key Strategies and Plans: The Corporation has an ongoing Collection Development program which assesses the value of known artifacts against criteria for inclusion. The program also takes a strategic view; the RBCM seeks to identify previously under-acknowledged sectors and sources to take a more inclusive view of BC's growing diversity.					
Importance of Measure: Assessing whether the RBCM has collected all relevant and significant artifacts in the collection is an ongoing task, based on changes in knowledge, understanding and appreciation of the changing diversity and changing times of BC's history. Measurement of success in this area is a qualitative process. Success is best measured by assessing the comprehensiveness of the collection and any significant gaps and then attempting to close those gaps.					
Data Limitations: The basis of the assessment is necessarily judgmental based on current knowledge and professional judgment.					
Performance Measures	2006-07 results	Targets			
		2007-08	2008-09	2009-10	
Key subjects are represented in the collection	116 human history accessions (414 artifacts/objects); 10,919 specimens	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	Number of new acquisitions: 200 artifacts 1000 specimens 2000 archival record boxes	
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	8 private collections accessioned	no results reported	116 human history accessions (414 artifacts/objects); 10,919 specimens; 0 archival record boxes from government; 8 private collections accessioned	6769 new specimens for fiscal year	2005-06
				124 human history acquisitions for fiscal year	2006-07
				7 Private Records accessions, 742 boxes, 4181 items	2007-08
				0 boxes of Government records	
				Acquisition highlights described in body of this report	

Objective 1.2 Longevity of collection protected.

Key Strategies and Plans: The Corporation plans to minimize risks to the collection by introducing additional measures to protect the artifacts and archives from damage due to moisture, potential flooding, fire, or earthquake. A Collection Risk Assessment was completed in 2005. The long-term goal is to have the highest risks reduced in a cost-effective way on a priority basis so the collections will be stored in standard compliant storage.

Importance of the Measures: A key goal of a museum and archives is to ensure that the collection is preserved carefully for future generations. This involves several activities, including preservation and conservation. Internationally, there are standards which describe the storage conditions required to ensure the protection of major types of artifacts or archives. This measure reports on how safe the collection is in the current storage environment, by reporting the percentage of the collection that is stored in accordance with the standards.

Data Limitations: The data for this measure are based on professional judgment and using recognized criteria established by the Canadian Conservation Institute (CCI) and the Canadian Council of Archives. The measure reports on numbers of artifacts and archives, and does not adjust for relative value.

Performance Measures	2006-07 results	Targets		
		2007-08	2008-09	2009-10
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Objective 1.3: The collections contribute to new knowledge and education.

Key Strategies and Plans: The Corporation plans public programming in a variety of ways to enhance the experience of physical and virtual visitors. This includes: school programs offered on-site and on-line, and that complement BC school curriculum; daily public programming offered on-site which is both artifact and archives based (Discover Program, gallery animation); and specialized public programming related to special exhibitions developed and offered – the latter being dependent on funding and on the nature of the special exhibition. Provincial outreach program planning and implementation is evolving, will complement/enhance the current on-line offering of "Living Landscapes" and is anticipated to include artifacts and archives in a hands-on, off-site "provincial" setting (e.g. memory box program). A multi-year strategy for outreach programming will be developed.

Importance of Measure: This measure is a good indicator of success in increasing understanding, which is critical to the Corporation's mission. Independent visitor research will be used to establish the baseline.

Data Limitations: The data for this measure was gathered through an on-line omnibus survey managed by Angus Reid Solutions in February 2008. The survey polled 1063 respondents, of which >50% had visited the RBCM within the past two years. Accuracy of this data is at the 95% confidence level (19 times out of 20) with a margin of error of +/- 3.01%.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
% of visitors reporting increased understanding of BC human and natural history	85%	85%	86%	87%
Results				
		2005-06	2006-07	2007-08
		75%	85%	85.3% of visitors reported a much better or somewhat better understanding of BC's history after having visited the RBCM – Angus Reid Solutions survey, February 2008.

Goal 2: The Visitor Experience

A visitor experience that educates, strengthens quality of life, and ensures new and repeat visitation.

Objective 2.1: Create exhibitions and programs that encourage visitors to explore the BC story.

Key Strategies and Plans: The key strategies associated with this measure are about learning and encouragement of learning. The RBCM provides research and support, physical and electronic access, and interpretive services. It also seeks to provide timely, efficient direct access to researchers. The RBCM seeks opportunities to reduce barriers to learning, and provide visitors with experiences that engage them and encourage them to return. One of the stated mandates of the Corporation is to communicate knowledge of the history of British Columbia through research, exhibitions, publications and other methods. To carry out this mandate requires a variety of programs and activities which may not generate sufficient revenue to be self-supporting but which generate benefits to those who receive the services (students or researchers who use the website, students who benefit from the Education collection, artifacts to their classrooms or regular school tours of the exhibition hall, etc.). A collection management system with a web component was purchased in 2006. Once the application is in place a strategy will be developed to provide standardized on-line access to a larger portion of the collection holdings.

Importance of the Measures: Ultimately, the business of the Corporation, and the purpose of collecting and providing access, is to inform and inspire. Measure 4, visitor volume, is a fundamental measure of success in attracting first-time and repeat visits. The strength of the tourism market is influenced by the new passport regulations, the strong Canadian dollar and fuel prices. Measure 5 provides an indicator of the ability of the RBCM exhibit hall to attract visitors and tourists, and also to provide British Columbians with access to world-class displays.

Data Limitations: The data for measure 4 are collected by RBCM entrance procedures and website statistics. The data on visitor numbers are tightly controlled and are reliable. Data for measure 5 is based on actual exhibitions presented.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
Visitor volume - site and website	294,772 paid visitors 32,248 complimentary (free) visitors	2.835 million visitors (including page views)	2.9 million visitors (including page views)	3.1 million visitors (including page views)
Major exhibitions presented	19,910 BC students, 5,227 Chaperones and 510 Attendants from 2,996 schools 13,487 visitors in tour groups 42 million hits to the website through 1,871,365 unique IP addresses and website views 43.71% are BC residents 42.7% of visitors are "new"; 21.8% have come 4 or more times	1 major exhibition 1 small exhibition	based on plan developed in 2007-08	based on plan developed in 2007-08
Results				
	2005-06	2006-07	2007-08	
	318,808 paid visitors 34,435 complimentary (free) visitors 42 million hits to the website 1 temporary exhibition <i>Tibet: Mountains and Valleys, Castles and Tents</i> 43.71% are BC residents 42.7% of visitors are "new"; 21.8% have come 4 or more times	294,772 paid visitors 32,248 complimentary (free) visitors 19,910 BC students, 5,227 Chaperones and 510 Attendants from 2,996 schools 13,487 visitors in tour groups 42 million hits to the website from 1.9 million unique IP addresses 43.71% are BC residents 42.7% of visitors are "new"; 21.8% have come 4 or more times 3 temporary exhibitions: <i>Fore! The Planet Speed Fatal Attraction</i>	542,596 paid visitors 45,884 complimentary (free) visitors 23,097 BC students, 6,168 Chaperones and 1,294 Attendants from 1,106 schools 20,410 visitors in tour groups 15.92 million page views from 1.17 million unique IP addresses 67.6% are BC residents Research visits to the Archives = 5,780 4 major exhibitions: <i>Titanic: The Artifact Exhibition</i> <i>Treasures of the Tsimshian</i> <i>Free Spirit: Stories of You, Me and BC</i> <i>River of Memory, the Everlasting Columbia</i>	

Key Performance Indicator 1.3: The collection and collection-based learning/knowledge and education.

Key Strategies and Plans: The Corporation plans public programming in a variety of ways to enhance the experience of physical and virtual visitors. This includes: school programs offered on-site and on-line, and that complement BC school curriculum; daily public programming offered on-site which is both artifact and archives based (Discover Program, gallery animation), and specialized public programming related to special exhibitions developed and offered – the latter being dependent on funding and on the nature of the special exhibition. Provincial outreach program planning and implementation is evolving, will complement/enhance the current on-line offering of "Living Landscapes" and is anticipated to include artifacts and archives in a hands-on, off-site "provincial" setting (e.g. memory box program). A multi-year strategy for outreach programming will be developed.

Importance of Measure: This measure is a good indicator of success in increasing understanding, which is critical to the Corporation's mission. Independent visitor research will be used to establish the baseline.

Data Limitations: The data for this measure was gathered through an on-line omnibus survey managed by Angus Reid Solutions in February 2008. The survey polled 1063 respondents, of which >50% had visited the RBCM within the past two years. Accuracy of this data is at the 95% confidence level (19 times out of 20) with a margin of error of +/- 3.01%.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
% of visitors reporting increased understanding of BC human and natural history	85%	85%	86%	87%
Results				
		2005-06	2006-07	2007-08
		75%	85%	85.3% of visitors reported a much better or somewhat better understanding of BC's history after having visited the RBCM Angus Reid Solutions survey, February 2008.

Goal 3: The Visitor Experience

A visitor experience that educates, strengthens quality of life, and ensures new and repeat visitation.

Objective 2.1: Create exhibitions and programs that encourage visitors to explore the BC story.

Key Strategies and Plans: The key strategies associated with this measure are about learning and encouragement of learning. The RBCM provides research and support, physical and electronic access, and interpretive services. It also seeks to provide timely, efficient direct access to researchers. The RBCM seeks opportunities to reduce barriers to learning, and provide visitors with experiences that engage them and encourage them to return. One of the stated mandates of the Corporation is to communicate knowledge of the history of British Columbia through research, exhibitions, publications and other methods. To carry out this mandate requires a variety of programs and activities which may not generate sufficient revenue to be self-supporting but which generate benefits to those who receive the services (students or researchers who use the website, students who benefit from the Education collection, artifacts to their classrooms or regular school tours of the exhibition hall, etc.). A collection management system with a web component was purchased in 2006. Once the application is in place a strategy will be developed to provide standardized on-line access to a larger portion of the collection holdings.

Importance of the Measures: Ultimately, the business of the Corporation, and the purpose of collecting and providing access, is to inform and inspire. Measure 4, visitor volume, is a fundamental measure of success in attracting first-time and repeat visits. The strength of the tourism market is influenced by the new passport regulations, the strong Canadian dollar and fuel prices. Measure 5 provides an indicator of the ability of the RBCM exhibit hall to attract visitors and tourists, and also to provide British Columbians with access to world-class displays.

Data Limitations: The data for measure 4 are collected by RBCM entrance procedures and website statistics. The data on visitor numbers are tightly controlled and are reliable. Data for measure 5 is based on actual exhibitions presented.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
Visitor volume - site and website	294,772 paid visitors 32,248 complimentary (free) visitors	2.835 million visitors (including page views)	2.9 million visitors (including page views)	3.1 million visitors (including page views)
Major exhibitions presented	19,910 BC students, 5,227 Chaperones and 510 Attendants from 2,996 schools 13,487 visitors in tour groups 42 million hits to the website through 1,871,365 unique IP addresses and website views 43.71% are BC residents 42.7% of visitors are "new", 21.8% have come 4 or more times	1 major exhibition 1 small exhibition 34,435 complimentary (free) visitors 1 temporary exhibition <i>Tibet: Mountains and Valleys, Castles and Tents</i>	based on plan developed in 2007-08	based on plan developed in 2007-08
Results				
	2005-06	2006-07	2007-08	
	318,808 paid visitors 34,435 complimentary (free) visitors	294,772 paid visitors 32,248 complimentary (free) visitors	342,596 paid visitors 45,884 complimentary (free) visitors	
	42 million hits to the website 1 temporary exhibition <i>Tibet: Mountains and Valleys, Castles and Tents</i>	19,910 BC students, 5,227 Chaperones and 510 Attendants from 2,996 schools 13,487 visitors in tour groups 42 million hits to the website from 1.9 million unique IP addresses 43.71% are BC residents 42.7% of visitors are "new", 21.8% have come 4 or more times	28,097 BC students, 6,168 Chaperones and 1,294 Attendants from 1,106 schools 20,410 visitors in tour groups 15.92 million page views from 1.17 million unique IP addresses 67.6% are BC residents Research visits to the Archives - 5,780	
		3 temporary exhibitions <i>Fore! The Planet</i> <i>Speed</i> <i>Fatal Attraction</i>	4 major exhibitions: <i>Titanic: The Artifact Exhibition</i> <i>Treasures of the Tsimshian</i> <i>Free Spirit: Stories of You, Me and BC</i> <i>River of Memory, the Everlasting Columbia</i>	

Goal 3: A sustainable, high performing organization.

Objective 3.1: Contribute to the economy of BC.

Key Strategies and Plans: The Corporation provides an ongoing economic impact to the Province of BC. In years when special exhibitions are held, the impact increases substantially. The economic impact estimates are derived from spending by visitors from outside the region.

Importance of the Measure: This measure provides a key indicator of the Corporation's contribution to the BC economy. There is a significant increase in the economic impact when the Corporation hosts international exhibitions.

Data Limitations: The data for these measures are collected from exit surveys and the financial reporting systems of Corporation, and are reliable. The data collected from the exit surveys is considered to be accurate 19 times out of 20, +/- 1.4%.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
		Results		
		2005-06	2006-07	2007-08
Economic impact of Corporation (\$\$ generated toward provincial economy)	Baseline: \$14.3 million economic impact, supporting 511 jobs in the province	minimum \$14.3 million economic impact, supporting 511 jobs in the province	minimum \$14.3 million economic impact, supporting 511 jobs in the province	minimum \$14.3 million economic impact, supporting 511 jobs in the province
		not measured	\$14.3 million economic impact, supporting 511 jobs in the province	\$42.7 million economic impact, supporting 1045 jobs in the province

Objective 3.2: Viable Finances

Key Strategies and Plans: The Corporation has examined its capacity to generate revenues and has set specific targets for each of the operating units. These revenue targets are reflected in the revenue earned over the operating contribution received from the Province of British Columbia.

Importance of the Measure: These measures are a key indicator of the Corporation's progress in diversifying its revenue base and reducing its reliance on government support. The increase in earnings in 2007-08 is a result of forecasted admission revenue for a blockbuster exhibition. A key element of alternative funding is endowments. The Corporation's success in attracting endowments is a key indicator of self-sufficiency. These targets will be reviewed once the Development Office is in place.

Data Limitations: Audited financial statements. The data are drawn from the financial systems of the Corporation and are reliable. Complete self-sufficiency is not a viable target, as several significant activities of the Corporation are non-revenue generating but critical to the public good, such as maintaining the provincial archives and human and natural history artifacts and collections.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
		Results		
		2005-06	2006-07	2007-08
\$ revenue earned above Provincial operating contribution	\$4.8 million in earned revenue related to RBCM services (baseline established in 2005-06)	\$6.8 million (fluctuation due to hosting blockbuster exhibition)	\$6.0 million	\$6.3 million
Endowments to the Corporation	\$0.7 million endowment fund established at Victoria Foundation (baseline established in 2005-06)	\$5.9 million in earned revenue	\$5.2 million in earned revenue (\$0.3 million over baseline 2005-06)	\$13.3 million in earned revenue (\$8.5 million over baseline 2005-06)
			\$1.4 million endowment established at Victoria Foundation (100% increase over 2005-06)	\$2.1 million endowment established at Victoria Foundation (150% increase over 2005-06)

Objective 3.3: Engaged staff.

Key Strategies and Plans: The Corporation has defined its "people" practices and philosophy. The Corporation's Human Resource/People Plan is regularly reviewed and updated, and programs are introduced, monitored and revised to ensure staff have the tools, information and motivation they need to respond to the changing needs of visitors. The Corporation undertakes a bi-annual employee survey and documents activities undertaken to address issues raised by employees.

Importance of Measure: Engaged and motivated staff is a key factor to the success of RBCM. The commitment and energy of staff are vital to maintaining services, and to increasing visitor satisfaction.

Data Limitations: 2007 Survey completed by third party through Hewitt and Associates (Queens University) – Best Small/Medium Employers Study, May-June 2007.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
% of staff reporting they are satisfied or very satisfied	75% response rate 3.53 out of 5 (baseline established in 2005-06)	in areas where survey result was below 3 out of 5, achieve 3+	achieve noticeable positive increase	achieve noticeable positive increase
Results			2005-06	2006-07
		3.53 out of 5 (range of mean = good)	Employee Survey deferred to May 2007 because the 2005 survey resulted in a number of activities that were underway from January 2006 to March 31, 2007	81.66% response rate 4.2 out of 5 (engaged/somewhat engaged - range of the mean = "on the journey")
			2007-08	

Objective 3.4: A community that supports and assists the Corporation

Key Strategies and Plans: This cultural institution, like many others around the world, is greatly dependent on the enthusiasm and skill of its volunteers. These measures provide a snapshot of the level of volunteering in the community and the support of the business community. Measure 15 looks at the general level of support for the Corporation in the City of Victoria and throughout the Capital Region District, and is a good predictor of the ability to attract and retain volunteers.

Importance of Measure: The Corporation is proud of its active volunteer recruitment and retention program which includes recruitment, training and development for new volunteers; docent training; volunteers matched with staff sponsors to ensure connection of volunteer opportunities to service plan objectives; and volunteer placement within all areas of the Corporation. This measure also reflects the in-kind support provided by external partners toward the activities of the RBCM.

Data Limitations: RBCM tracks the hours provided by volunteers. The data are reliable. The value of in-kind services and support is gathered from standardized media/valuation monitoring tools.

Performance Measures	2006-07 Baseline	Targets		
		2007-08	2008-09	2009-10
Number of volunteer hours	42,000 hours	+5000 hours over baseline to be reported in blockbuster year	100% of baseline	100% of baseline
Results			2005-06	2006-07
\$ value of in-kind services and support	Baseline data to be collected 2006-07	not reported	42,000 hours in-kind services and support not reported	47,148 hours 734 media articles (print, radio, television and online) advertising value was \$1.7 million media exposure value was \$6.8 million media buy in-kind sponsorships valued at \$1.0 million
			2007-08	

Goal 3: A sustainable, high performing organization.
Objective 3.1: Contribute to the economy of BC.

Key Strategies and Plans: The Corporation provides an ongoing economic impact to the Province of BC. In years when special exhibitions are held, the impact increases substantially. The economic impact estimates are derived from spending by visitors from outside the region.

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Results				
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Mount Burgess, Emerald Lake, Yoho National Park. From the mural
Splendid Diversity - 36 More Wonders of the World. Artist, Carol Christianson.

THE ROYAL BC MUSEUM CORPORATION: PRICELESS COMMUNITY ASSET, VALUABLE ECONOMIC ENGINE

The Royal BC Museum Corporation is one of the premier cultural institutions in North America, and it comes by its reputation honestly. This past year, the RBCM presentation of *Titanic: The Artifact Exhibition* once again proved the Corporation's capacity for engaging people on a grand scale and making an incredible contribution to the economy of British Columbia.

A POWERFUL FORCE IN BC'S ECONOMY

The activities of the Royal BC Museum Corporation contributed \$42.7 million to the BC economy and supported over 1100 full time jobs through increased tourism spending.

*"The Royal BC Museum is more than a tourist attraction. Of course an exhibit like *Titanic* draws thousands of tourists, but the museum is also a significant*

employer, an important player in the conference business, a leader in the arts community and an active participant in the business community. The technical aspects of the museum are a great fit with our knowledge-based economy, and the local population regularly visits the museum."

—Bruce Carter, CEO of the Greater Victoria Chamber of Commerce

The numbers are clear. An independent analysis shows the RBCM is responsible for tourist spending that supports more than 560 jobs in BC during a typical year. And during the six-month run of *Titanic: The Artifact Exhibition*, increased tourism attributable to the RBCM — worth \$30.2 million to the local economy — supported an estimated 740 full-time jobs in the southern Vancouver Island region, \$12.5 million throughout the rest of BC, in addition to the 130 people directly employed by the RBCM itself.

All of this economic activity makes a critical difference in the lives of working individuals, their



Tourism Victoria Miracle Award

families and business operators, but it also contributes significantly to government tax revenues. Tourist spending throughout BC related to RBCM programs generated approximately \$11.2 million for local, provincial and federal governments in 2007-08 through increased tax revenues. Tourism Victoria recognized the contribution of the RBCM in 2007 by awarding the Corporation the "Miracle Award," which honours an individual or company for their outstanding contribution to Greater Victoria's tourism industry.

It is important to recognize that, despite the significant risk and cost of hosting major exhibitions, only a small portion of the benefit they generate actually flows back to the Royal BC Museum through admission fees. The main groups that benefit continue to be government and those in the tourism industry, including transportation, accommodation, retail shopping and other tourism businesses.



A CRUCIAL SENSE OF COMMUNITY AND IDENTITY

Not all measures of success are economic or immediate, of course. Much of the value of the provincial museum and archives is qualitative. It's about inspiring wonder, creating a thirst for knowledge over the longer term and a broader understanding of this province's natural and human history. Here, too, the RBCM proved it is an institution valued by

"To bring in half a million visitors...was a truly remarkable achievement. We have heard nothing but praise for the exhibit and the 'spillover' effect as visitors to your museum travelled throughout downtown. Their purchases here have been beneficial to the entire community!"

—Darlene Hollstein,
Chair, Downtown Victoria
Business Association



Actors portraying Titanic survivors Lawrence Beesley, Margaret (Molly) Brown, and 2nd Officer Lightoller engaged in dramatic scenarios and answered questions from the public about their characters' lives and relationships with other people aboard the ill-fated ship.

its community, the province and people from around the world.

During the *Titanic: The Artifact Exhibition*, 37 youth and 118 adults volunteered more than 7,000 hours of their time to help create a better experience for guests in the

Titanic galleries. This is in addition to a regular contingent of nearly 450 people who volunteered more than 40,000 hours in other parts of the RBCM precinct last year.

"My family and I came from Dawson Creek – 2 days travel – just to see this exhibit . . . It was fantastic. Worth every minute here."

—Visitor comment

The Royal BC Museum touches people's lives by offering experiences and telling stories that are compelling, relevant to British Columbians and drawn from a global perspective. *Titanic* is just one example of this, and its success is testament to the talent contained in the ranks of the RBCM's staff and executive.

"This is a superb exhibit, one of the best (perhaps the best) I've seen anywhere. Well presented; very knowledgeable docents. Congratulations to all who put it together."

—Visitor comment

*The tragic loss of the *Titanic* touched British Columbians. Two brothers shared this postcard, delivered to Victoria in 1912. It features the hymn played on deck as the vessel sank.*



For *Titanic: The Artifact Exhibition*, RBCM staff asked British Columbians to share stories about their own personal connections to the 1912 *Titanic* tragedy. What emerged were incredible stories showing the ripple effect of this world event and a very real impact on families in BC. Relatives who never came home, relationships that ended, survivors who went on to do great things, communities changed by those linked to the *Titanic*.

*"I have always been fascinated by *Titanic* and it was so great to be in Victoria while this exhibit was here. I feel it was such a privilege to see the artifacts with my own eyes – once in a lifetime!"*

—Visitor comment

"Great exhibit. I loved the live interpretation put on by a man in uniform. It's these kinds of exhibits that make me love history. Thank you."

—Visitor comment

These stories were the basis of the BC Connections gallery, featuring photos, letters, clothing and other items borrowed from ordinary citizens and drawn from archival collections. It was one of the most moving parts of the *Titanic* exhibition. It elevated the *Titanic* story from being a piece of popular culture to something far more profound, a piece of the history and heritage all British Columbians share.

Whether they were sharing stories and objects, volunteering or simply visiting RBCM facilities in Victoria, British Columbians made it clear last year that they want to be more involved in their provincial museum and archives. And the



West entrance to Royal BC Museum plaza.

RBCM began responding to that challenge, starting work on a visitor experience master plan that will address accessibility, relevance and greater engagement with British Columbians wherever they live.

PRESERVING VITAL FACILITIES TO PRESERVE BC'S STORIES

The Royal BC Museum Corporation is increasingly challenged to fulfill its mandate in facilities that are more than 40 years old and infrastructure that is approaching the end of its usefulness. To address infrastructure-related concerns, the Corporation is investing millions of dollars in repairs and upgrades over time. A variety of projects commenced in 2007-08 while others remain in planning and development.

Mitigation Strategies and Site Challenges

The Royal BC Museum developed a business case and master plan in 2006-07 to transform the museum and archives for the next generation, and the Corporation continues to

work toward realizing the vision laid out in those documents.

The RBCM has taken proactive steps and is making significant investments to address life-safety issues and mitigate risks to the provincial collections and holdings at existing RBCM facilities:

- A \$2-million replacement of the heating, ventilation and air conditioning system (HVAC) in the temporary exhibit gallery was announced February 20, 2008. This announcement followed a year of intensive design and planning work. The new HVAC system will provide a more stable environment for artifacts on display. It will also ensure the RBCM can maintain the Class A status that allows it to host major exhibitions with some of the world's most treasured pieces. Funding support for this project has been received by both the provincial and federal governments.
- Detailed planning has been completed for further HVAC improvements in the rest of the

RBCM complex, subject to the availability of funding.

- In partnership with BC Hydro, the Royal BC Museum continued retrofitting light fixtures throughout its facilities. Many older lighting systems that were becoming unreliable have been replaced with the latest energy-efficient technology, saving power, reducing the impact by the RBCM on the environment and assuring reliable service.
- A detailed energy management study was commissioned so the RBCM could calculate its carbon footprint, design a responsible strategy and make the best use possible of its available infrastructure.
- An extensive project to upgrade the elevators in the Fannin Building was brought to the tender stage through development work done in 2007-08.
- Designers proposed a solution this past year to replace marble cladding on the exterior of the three main buildings. The RBCM is still working to secure a source for new cladding materials.
- Cold-storage facilities for films and photographic prints continue to be a priority, and detailed specifications were gathered for inclusion in a potential tender document. The RBCM continues to pursue funding to advance this project.

This past year, infrastructure upgrades continued to be a priority. RBCM addressed issues identified in the building envelope materials, elevators and other systems in the main facilities of the RBCM (archives, exhibits and collections/research buildings). It is worth noting escalating repair and maintenance requirements continue

to present risks for the Corporation, and these risks are growing.

Aging infrastructure present risks to the documents, artifacts and specimens the RBCM holds in trust for all British Columbians on behalf of the Province. These risks include fire, water damage and degradation caused by instability in temperature and humidity control.



Detail of Kwakwaka'wakw Heraldic Pole in Thunderbird Park.

Future Priorities

The Corporation will strive to improve access in areas where those with mobility challenges now face barriers, and maintenance activities will continue to focus on safety and upgrading facilities to properly preserve artifacts, archival records and collections.

Significant site renewal is becoming increasingly important to the Royal BC Museum. As existing facilities continue to age and deteriorate, incremental building maintenance is becoming increasingly costly; however, improvements continue to be made to ensure staff and visitors remain safe. In 2008-09, upgrade of infrastructure, such as the elevator modernization project

will be underway; the HVAC in the temporary gallery will be installed; Mungo Martin House roof will be completed; and the marble cladding replacement project will be underway.

The Royal BC Museum remains committed to doing all it can to create new experiences, add to its collections and find bold new ways to tell the story of BC to the world. To that end, the RBCM developed a new visitor experience master plan this past year; the plan recognizes the need for RBCM facilities to be accessible, inviting and intuitive – and staffed by a team of people committed to service.

CONSERVATION, SUSTAINABILITY AND RENEWAL CONCEPTS APPLY TO THE ROYAL BC MUSEUM FACILITIES, TOO

Artifacts, specimens and documents are not the only things the Royal BC Museum takes great care to protect. The buildings and structures of the RBCM itself are part of an extensive, ongoing program of conservation and renewal.

The Royal BC Museum has long promoted the concept of conservation through its exhibitions, research and public programs. That same concern now also shapes everyday business decisions and visions for the physical renewal of the RBCM complex.

To that end, the RBCM in 2007-08 contracted an independent firm to calculate the Corporation's carbon footprint so a targeted reduction strategy can be developed. BC Hydro began a separate energy management analysis as part of a broad Power Smart partnership that will improve energy efficiency

and see a public education program developed around the issue.

Light fixtures in exhibition galleries were replaced this past year to dramatically reduce power consumption. Composting organic waste and recycling packing materials and shipping pallets became standard routine. And installation began on a new system for heating, cooling and ventilating the exhibits building.

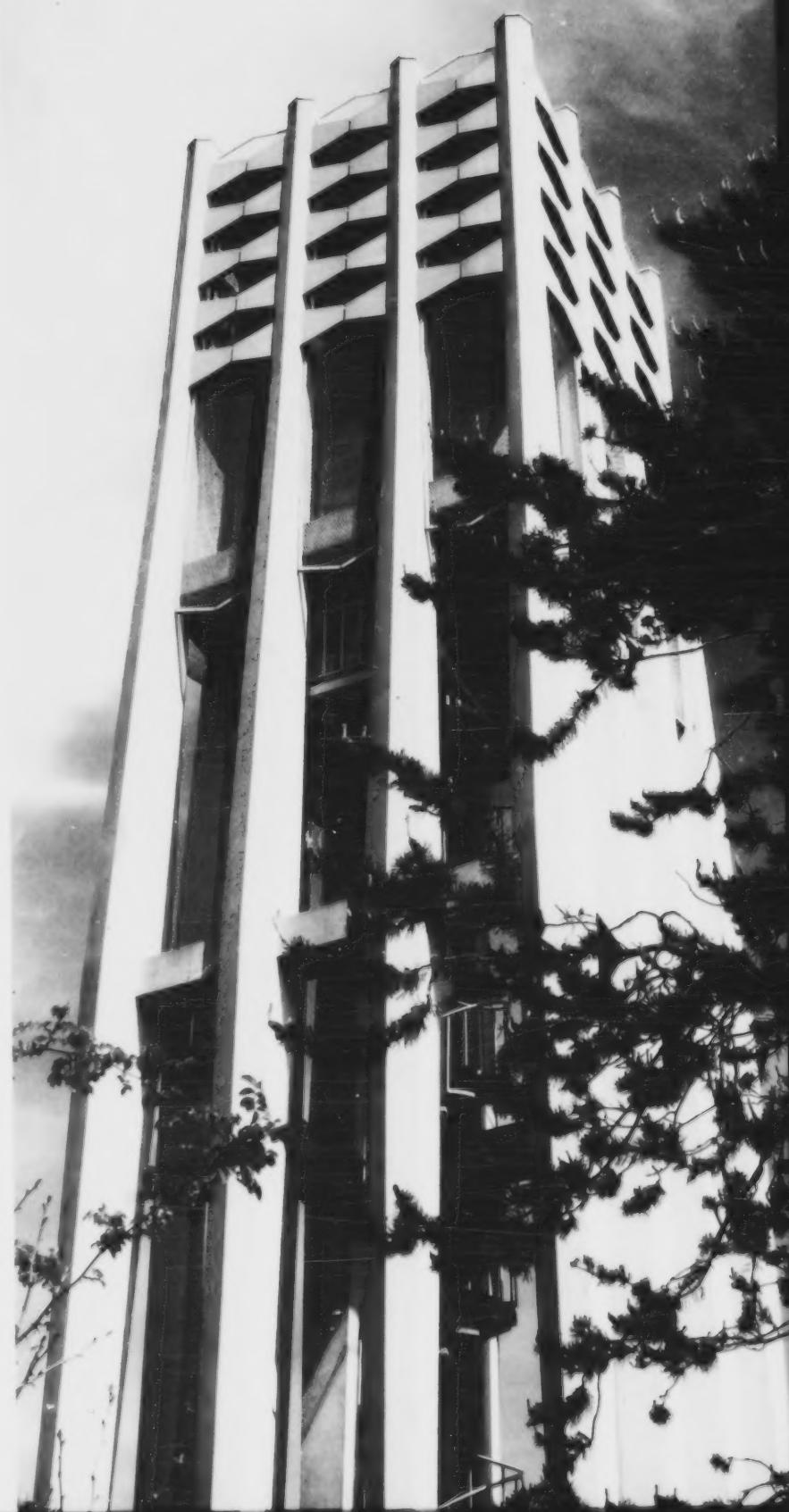
These forward-thinking steps will help the RBCM reduce its impact on the environment and foster greater sustainability for the longer term. The Corporation recognizes it has a responsibility to lead by example, to do all it can to reduce greenhouse gas emissions and protect our environment for future generations, just as it protects the treasures it houses.

"The Carillon bells are an asset to this community and add wonderment to the Royal BC Museum."

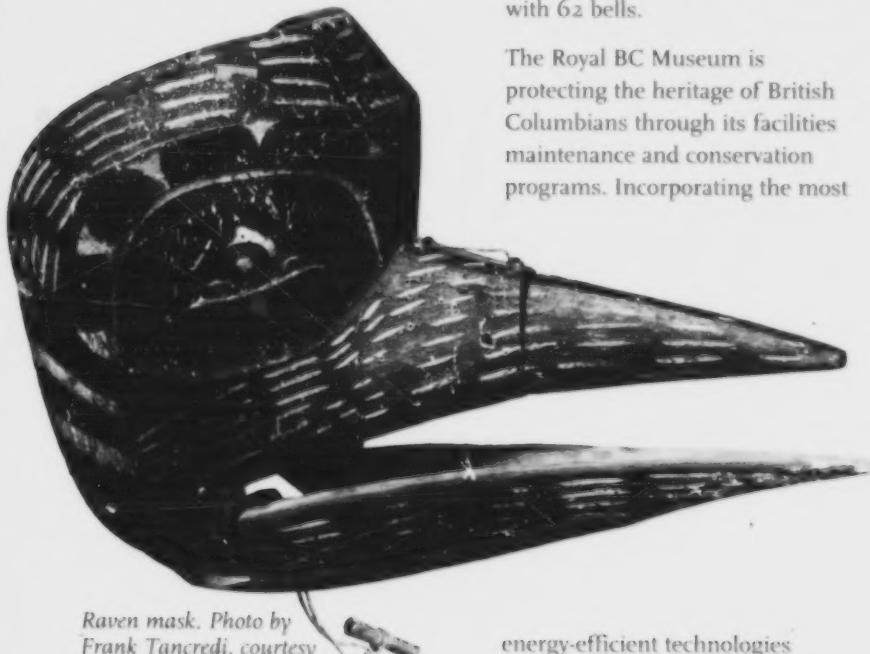
—Ralph Bodine

Importantly, new heating, ventilation and air conditioning system in the RBCM temporary gallery spaces will also allow for more stable environmental control, vital for preserving artifacts and maintaining the ability to host the best of the world's touring exhibitions. This important upgrade is just one of many undertaken by the Royal BC Museum during the last fiscal year.

The Netherlands Centennial Carillon was a gift from British Columbia's Dutch community to honour Canada's centennial in 1967. It is housed at the top of this tower, which stands 27 metres (90 feet) tall.



More than mere facilities, these buildings and structures are cultural sites, work environments, research offices and tourist attractions. They play a key role in shaping a world-class experience for more than half a million visitors a year, and they help the RBCM tell British Columbia's story. Indeed, the RBCM properties are part of the BC story themselves.



Raven mask. Photo by Frank Tancredi, courtesy Donald Ellis Gallery. On loan to the exhibition from Westerkirk Works of Art Inc.

Mungo Martin House/Wawaditla, for example, is a traditional First Nations big house built in 1953 and modeled on one that stood at Fort Rupert. Following consultation this past year with the First Nations that use the building, its aging cedar support posts were replaced and preparations were made to replace the roof in mid-2008. These are critical updates necessary to protect public safety and ensure Mungo Martin House/Wawaditla can continue to be used for years to come.

Also last year, the chimes of the Netherlands Centennial Carillon

rang out again for the first time in four years, after a generous donation by the Bodine Family allowed the RBCM to purchase a new automated playing system and carry out other repairs two years ahead of schedule. A gift from British Columbia's Dutch community to honour Canada's 100th birthday in 1967, the Carillon is the largest in Canada, with 62 bells.

The Royal BC Museum is protecting the heritage of British Columbians through its facilities maintenance and conservation programs. Incorporating the most

energy-efficient technologies and environmentally sustainable practices into that process proves the Corporation is also thinking of the future.

A new visitor experience master plan – a first for the RBCM – was developed over this past year, representing another major commitment to the future. The plan is a powerful tool the RBCM can use to connect with British Columbians and people everywhere in a more meaningful way. It clearly identifies the values, interests and desires of those who visit the institution, and details ways the Royal BC Museum can inspire and help those visitors to better understand the extraordinary story of this province.

INNOVATIVE, PROFESSIONAL APPROACH HELPS ROYAL BC MUSEUM CORPORATION REALIZE ITS VISION

The Royal BC Museum recognizes it operates in an increasingly sophisticated business environment where innovative partnerships are more important than ever. In 2007-08, the Corporation established its first development department to cultivate and capitalize on opportunities presented by this new way of doing business.

In and of themselves, program sponsorships and relationships with community partners are not at all new to the RBCM. The Corporation has for many years secured support from media, transportation, accommodation, retail and other tourism businesses to promote exhibitions and programs at the museum and archives.

BC Ferries, BC Transit and Pacific Coach continue to be important transportation partners, helping bring visitors to Victoria and the Royal BC Museum. CanWest Global provides invaluable support as a primary media partner, promoting the Royal BC Museum extensively in media stories and advertising campaigns.

Yet more and more, the Royal BC Museum is working with significant donors, Crown agencies and private-sector companies to structure more complex, ongoing relationships. Westerkirk Capital Inc., for example, provided funds to support the cross-Canada tour of *Treasures of the Tsimshian from the Dundas Collection*. On behalf of the philanthropic owners of this collection, the RBCM managed this

exhibition's tour, serving as the vital link between financial contributors, tour venue officials and owners of more than 40 rare works of First Nations art crafted in the 1800s.

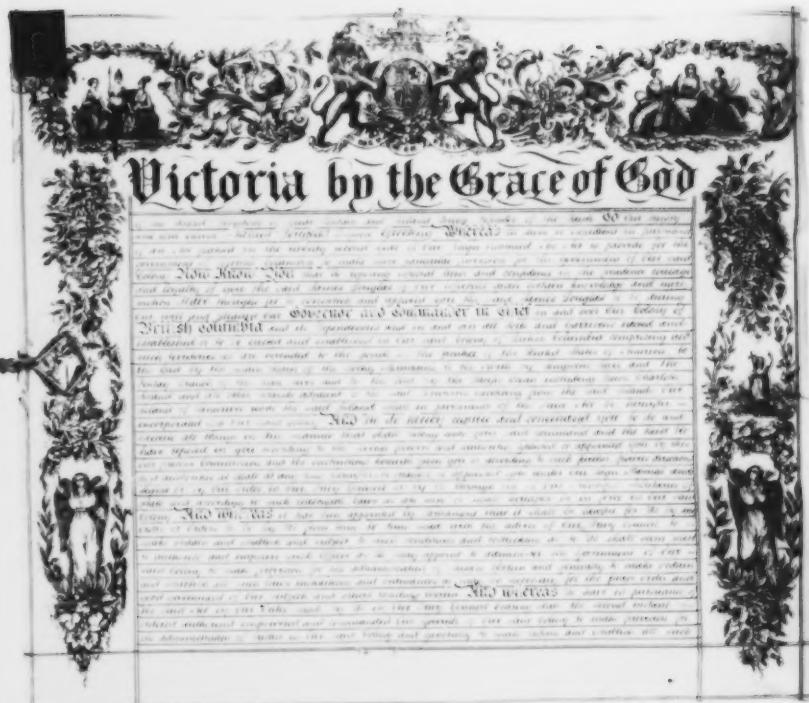
The increasingly complicated nature of these relationships has helped inspire the creation of the new development department.

The move gives the museum and archives a professional fundraising capacity, and it is already paying dividends.

BC Hydro recently entered into a three-year agreement involving several business areas within the RBCM. It is leading to energy-efficiency gains, better assessments of future needs, financial support for a touring exhibit and discussions around environmentally oriented education programs to be offered at the museum.

Exercising a high-level, cross-functional approach, the development department threaded together several different areas within the Royal BC Museum and created a broadly based partnership that will be lucrative for both the RBCM and BC Hydro.

Its benefits are many. Fully implemented, the actions arising from the partnership stand to make the Royal BC Museum the leading facility of its kind in Canada – and one of the best on the continent – in energy conservation. This kind of environmental stewardship promises to advance British Columbia's position as a world leader in the fight against climate change.



The Douglas Commission, the official document that appointed James Douglas as governor of the colony of British Columbia in 1858.

The development department made great strides forward in its inaugural year. Key staff was put in place, resources were allocated to support the department's work, and a vision for future fundraising priorities was developed.

Development staff has also been working alongside the Foundation to build an organizational infrastructure and strategy for success there. Additionally, clear connections have been drawn between the strategies of the development department and the RBCM research plan, visitor experience master plan and new collections management system.

The Royal BC Museum approaches the year ahead much stronger for the work it did in the year just ended. Coupling the work of its development department with the strategic and operational plans of other parts of its organization, the Royal BC Museum has created a

clear vision. Its task going forward is to articulate that vision to British Columbians, to reconnect with them and inspire them anew to support their provincial museum and archives and help build a legacy for future generations.

Already, there are clear signs that this is happening. *Free Spirit: Stories of You, Me and BC*, the feature project developed by the RBCM through 2007 and opened this year, has generated tremendous excitement amongst sponsors and British Columbians alike. And support continues to grow as the project gains momentum.

Canadian Pacific Rail, for instance, is partnering with the Province and the Royal BC Museum to launch the CP BC Spirit of 150 Rail Tour. A six-car heritage steam train will visit communities along the Canadian Pacific route in BC this summer. Featuring a travelling version of the *Free Spirit*

exhibition, it will give British Columbians a chance to experience this celebration of their province in their own communities.

Innovative and entrepreneurial, the Royal BC Museum is engaging the public in bold new ways, attracting new support and investment that will be vital to its future success. With continued strong support from the Province, these additional resources will help the RBCM move closer to realizing its vision of a revitalized cultural precinct in the heart of BC's capital city.



*A molar from the first Short-faced Bear (*Arctodus simus*) remains to be discovered in British Columbia. The find was made this past year at Pellucidar Cave.*

Many organizations turn to the Royal BC Museum for specialized information, images and support to make their own BC150 Years celebrations successful, including...

- The Times-Colonist
- Ministry of Environment
- Ministry of Forests and Range
- Township of Langley
- O'Keefe Ranch
- Victoria Chinese Commerce Association



Treasures of the Tsimshian from the Dundas Collection.

HELPING BRITISH COLUMBIANS CELEBRATE THEIR HERITAGE

The Royal BC Museum is proud of all it has achieved in developing and launching *Free Spirit: Stories of You, Me and BC*. Sharing stories about ordinary British Columbians and their extraordinary lives, the Free Spirit project is a cornerstone of the Province's BC150 Years celebrations. It is ambitious and multi-faceted, with exhibitions in Victoria and around the province, an interactive web site and a commemorative book and DVD.

Of course, the RBCM is not alone in seeking to mark BC's sesquicentennial. From government ministries and Crown agencies to cultural associations, community groups and civic-minded businesses, there is a strong spirit of celebration in this province. And more and more, external organizations are looking to the RBCM as a key source of knowledge about all things British Columbian.

The Royal BC Museum provides access to archival documents and

imagery, supplies information about artifacts, dispatches scientists and experts to share their knowledge and passion with others, and helps connect those with a particular interest to those in the know, whether at RBCM or elsewhere in the world.

More than just information, however, the RBCM provides context for the story of British Columbia and the heritage we all share. The Corporation's staff, to a

Westerkirk Capital donated \$100,000 to help pay the transportation costs of Treasures of the Tsimshian from the Dundas Collection. The items that comprised the touring exhibition were contributed by Westerkirk and eight other owners, including private companies and public institutions. By cultivating partnerships, the Royal BC Museum is better able to tell the BC story and broaden public understanding of our province.

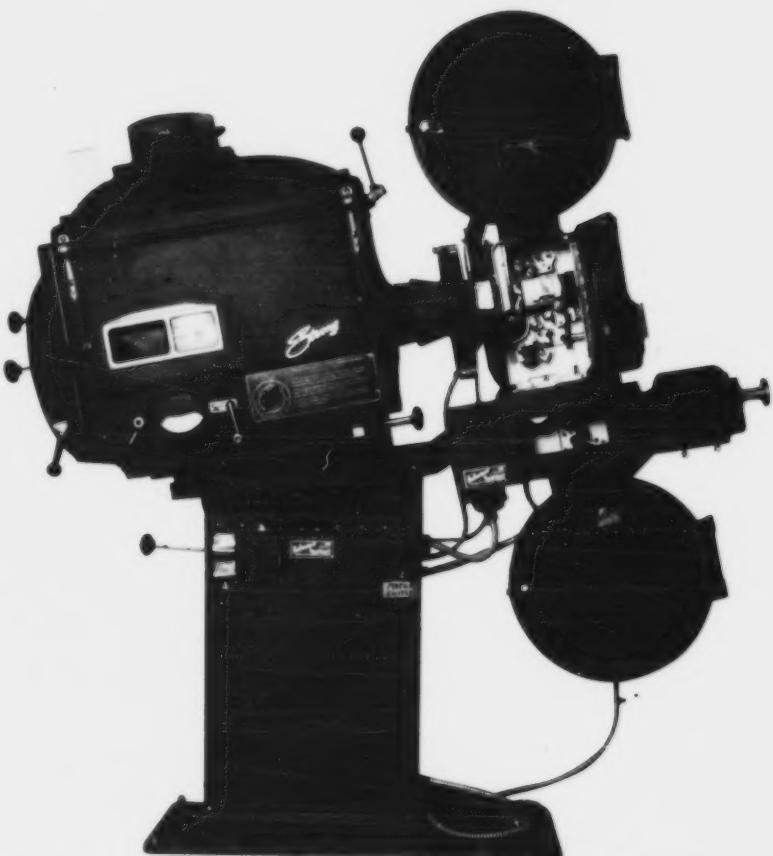
person, is committed to discovering, interpreting and sharing British Columbia's natural and human history with the world. As such, they feel a special responsibility to serve as educators, leaders and keepers of the public trust.

In 2007-08, RBCM staff fulfilled this responsibility, developing and releasing new films about climate change, BC's precious freshwater resources and the history of First Nations in the province. More than 500,000 people have viewed these films, in the process learning more about their province and their role in protecting it for the future.

New scientific discoveries were made and shared this past year. The remains of a short-faced bear, a species never before seen in BC, were identified by RBCM archeologists. The find could change our understanding of life in BC at the end of the last ice age. And organizing a symposium about *Kwáday Dán Ts'inchí*, the body of a man preserved by glacial ice in northwestern BC for hundreds of years, was a vital focus for the RBCM Director of Curatorial Services.

The Royal BC Museum also coordinated the exhibition – in Victoria and across the country – of *Treasures of the Tsimshian from the Dundas Collection*. More than 40 carvings and pieces of art acquired from northwestern BC First Nations in the 1860s were entrusted to the RBCM by nine separate owners for a travelling exhibition. The result: precious works of art, lost to Canadians and the descendants of the original artists for generations, were returned to Canada for a special travelling exhibition seen by thousands of people in five cities over a year-long period.

The 2007-08 year also saw RBCM staff undertake a great deal of



The Mighty 90 carbon-arc projector from the Cassidy Drive-in at Nanaimo.

work preparing for the annual conference of the Canadian Museums Association. Delegates from museums across Canada attended this event in April 2008, contributing to the local economy and sharing ideas in a collegial setting over five days. And for the Royal BC Museum, the conference provided an ideal opportunity to showcase the galleries, archives and research facilities housed by the RBCM.

Beyond celebrations, events and inspiring exhibitions, the Royal BC Museum is tasked with looking forward, preserving items that represent the richness of BC and ensuring the public will have access to those items for generations to come. To that end, the Corporation was pleased to acquire several pieces of traditional

clothing that represent the multicultural fabric of BC.

Additionally, the BC Archives secured the business records of BC filmmaker Philip Borsos, famous for directing 1982's *The Grey Fox*, the story of legendary train robber Bill Miner. The records provide fascinating insight into the mind and process of this award-winning filmmaker.

Finally, as 2007-08 drew to a close, RBCM representatives were concluding negotiations with an amateur paleontologist to acquire what may be the most significant private collection to date of fossils gathered from locations on Vancouver Island. The agreement would see the collection preserved for all time for British Columbians and researchers the world over.

By acquiring items today, the RBCM is serving a critical function. It is capturing elements of the BC story and leaving them to future generations as a legacy to be interpreted, examined in ways not yet conceived of and ultimately understood in a new light.

Another part of that long-term focus is the implementation of a new collections management system, a way for staff, researchers



Revolver owned by train robber Lewis Colquhoun.

and ordinary citizens anywhere in the world to access information about the RBCM collections.

Three years in development, this new system harmonizes several different database standards into one simpler, more accessible format. Information about all of the curatorial and archival holdings is being transferred into the new database, giving the public unprecedented access to their provincial history and heritage.

The Royal BC Museum is improving access to information with innovative technologies, adding context to facts by sharing an accumulated knowledge, educating visitors in interesting ways and leading important new scientific research. Its activities are helping British Columbians rediscover their own history and better understand what it means to be a British Columbian.

CELEBRATING BC'S 150TH ANNIVERSARY: *FREE SPIRIT: STORIES OF YOU, ME AND BC* PROJECT ENGAGES BRITISH COLUMBIANS ACROSS THE PROVINCE

British Columbians are an extraordinary lot: spirited survivors, fortune-seekers and innovators.

Free Spirit: Stories of You, Me and BC celebrates these people and the land they call home through their stories – our stories. With this major, multi-faceted project two years in the making, the Royal BC Museum has reached out across the province, inspiring ordinary British Columbians to learn more about their shared heritage and become more engaged with their provincial museum and archives.

Free Spirit showcases BC's history, but not in the traditional, chronological sense. It is history as seen through the eyes of ordinary and extraordinary British Columbians: glimpses into the lives and locations that have shaped this province.

There are six main components to the *Free Spirit* project:

- A major exhibition at the Royal BC Museum that opened March 13, 2008 and will run until January 11, 2009.
- An environmentally focused exhibition called the *Free Spirit Conservation Tour* in partnership with BC Hydro, which will visit multiple communities across the province by van, so all British Columbians can join the celebration.
- A smaller version of the RBCM exhibition hosted within the CP BC Spirit of 150 Rail Tour, again in a partnership between the BC 150 Years secretariat, CP Rail and the RBCM. The CP BC Spirit of 150 Rail tour boasts a vintage steam train travelling the Canadian Pacific rail line with historic displays, a stage show and performers in period costumes, and it will visit various communities in BC.
- A web site at www.freesspiritbc.ca where all British Columbians can contribute stories of their families or communities through the People's History Project.
- A commemorative book featuring brilliant photographs, hidden treasures and untold stories that capture the essence of the exhibitions which was published in May 2008.
- Special events and programs exploring the exhibits and celebrating culture, storytelling and participation.

The Royal BC Museum hopes to reach one million British Columbians with this special project. The starting point for the various components of *Free Spirit* was the collection housed in the museum and archives. But citizens from across the province were also invited to participate, to contribute to a collective legacy by sharing their stories through the People's History Project at www.freesspiritbc.ca and to visit one of the travelling exhibitions visiting their community.

Every resource in the Corporation was called upon in the development

of *Free Spirit: Stories of You, Me and BC* through 2007-08. From archivists, curators and conservation staff to teams of gallery designers, exhibit builders and marketers, everyone at the Royal BC Museum ultimately contributed to this project. As it continues through 2008 and into 2009, *Free Spirit* will also benefit from the extraordinary contributions of volunteers, who have helped promote the project and share the story of British Columbia with others.

- Many items showcased in *Free Spirit* have never before been on public display. The Douglas Commission, which established the Crown Colony of British Columbia in 1858, is featured, as is a gun that

may have belonged to an associate of famed BC train robber Bill Miner.

- *Free Spirit: Stories of You, Me and BC* reveals something unique about the character of this province through stories of ordinary people doing extraordinary things.
- From the legendary Sasquatch and Ogopogo to the very real people who've shaped BC's history, *Free Spirit* celebrates what it means to be a British Columbian.

The Corporation gratefully acknowledges the support of the Province in funding a significant

portion of *Free Spirit: Stories of You, Me and BC*.

THE PEOPLE OF THE ROYAL BC MUSEUM ARE KEY TO ITS SUCCESS

No organization succeeds without first harnessing the talent, energy and commitment of its people and the Royal BC Museum is no exception. Highly valued by the community and respected by those in academe, the RBCM is honoured to have 130 regular and temporary staff and over 450 volunteers contributing to its success.

These people represent an incredible wealth of knowledge about the human and natural history of BC – and the collections housed in the provincial museum and archives. They are also

Sea Otter feast bowl, Henry Hunt, Kwakwaka'wakw, 1980. When Hunt made this feast bowl, recovery programs had re-established Sea Otters on parts of BC's coast. He posed the otter in its natural eating position, holding a sea urchin on its chest, and used Kwakwaka'wakw artistic conventions to show the animal's cultural importance to First Peoples of the coast.



ambassadors for the Corporation, serving visitors and researchers in person, over the phone, through conventional correspondence and by e-mail.

The phenomenal contribution of RBCM volunteers is worth singling out for special thanks. Volunteers provided an estimated 47,000 hours of service to their museum and archives – the equivalent of 25 full-time employees. They are integral to the ability of RBCM to deliver programs.

Like many organizations, however, the Royal BC Museum faces challenges recruiting and retaining those who bring its mission to life. More than 50 per cent of the full-time staff at the RBCM will be eligible to retire by 2011, and its contingent of volunteers is also aging, which affects the availability of programs.

The Royal BC Museum took action last year to respond to this trend, recruiting new staff and new volunteers in large numbers. Named by *Maclean's* magazine as one of Canada's Top 100 and BC's Top 40 Employers for 2008, the RBCM was able to attract talented people looking for a dynamic work environment, competitive compensation, a fantastic location and a corporation-wide commitment to work-life balance.

Additionally, the ranks of volunteers swelled to more than 600 during the six-month run of *Titanic: The Artifact Exhibition*. This included 40 junior docents who filled assignments for *Titanic* and who, having now been exposed to the experience of volunteering at the museum, may represent a potential future pool of volunteers for the organization.

Interesting projects to work on, ongoing training and other



Two new plants are added to the garden to celebrate 30 years of volunteering by Sharon Ireland and Janet Senior seen here with Pauline Rafferty and gardener Charles Knighton.

professional development opportunities are powerful attractants for these new staff – and a key reason many existing staff remain committed to building their careers at the Royal BC Museum. Nonetheless, the Corporation recognizes that retirements, outside opportunities and personal priorities are factors in a significant continuing turnover of staff and volunteers.

Given these circumstances, the RBCM has placed a high priority on succession planning. Long-term staff know an amazing amount, and they understand the context in which the RBCM operates. The Corporation last year rolled out several new human resources tools to capture that corporate knowledge and contextual awareness, and transfer it to less senior employees. Mentoring, coaching, knowledge transfer processes and exit interviews are now routine.

Active succession planning by the RBCM is helping create a stronger

team that can build on earlier efforts, capitalize more effectively on opportunities and apply different perspectives to engage the public in newer, more innovative ways for the future.

- *Volunteers gave more than 47,000 hours of their time at the Royal BC Museum last year.*
- *Over 50% of the permanent staff will be eligible to retire by 2010.*
- *Competitive pay, benefits and a great working environment make the Royal BC Museum a fantastic place for workers to build their careers.*

This is an exciting time for the Royal BC Museum. To be sure, the Corporation is facing the same human resources challenges now commonplace throughout our society. But by applying both proven and innovative techniques, the RBCM is successfully attracting

and keeping skilled, knowledgeable workers whose contributions serve all British Columbians.

PARTNERSHIPS PROVIDE OPTIONS, OPPORTUNITIES

Relationships between the Royal BC Museum, its corporate partners and other organizations make a big difference to the experiences that people have while visiting the RBCM complex.

The National Geographic IMAX Theatre, Willie's Café, and the Foundation all add value to the visitor experience by broadening the range of services the RBCM can offer. They provide options for entertainment, food, fine giftware and books that allow visitors to enjoy their time here more thoroughly, access convenient services and preserve a memory of their time at the RBCM.

Commissionaires, contracted by

the RBCM, also enhance visitors' experiences by ensuring public and staff safety and providing a visible security presence on-site.

Each of these organizations is managed independently; they are linked by corporate relationships and memorandums of understanding. But the Royal BC Museum recognizes that visitors may not discern these nuances. Rather, visitors are likely to perceive all of these groups as being part of the Royal BC Museum, so it is vitally important steps be taken to ensure services are delivered in a consistent way by all partners operating in the precinct. To that end, a visitor experience master plan, the first document of its kind in RBCM history, was developed this past fiscal year to create a more integrated approach for activities on the site. The plan will play an important role in shaping the philosophy of staff and the way the RBCM does business going forward.

The relationship of the Royal BC Museum with the Foundation is of particular significance. The Foundation is comprised of people who care passionately about history, legacies of future understanding and the work of the RBCM. Their long-standing and continuing support has benefited countless programs and projects. The Foundation and the Royal BC Museum worked closely in 2007-08 to build the infrastructure and strategy for future fundraising success.

But much has already been accomplished. During the past three years alone, for instance, funds raised and invested by the Foundation have created an endowment now valued at \$2.1 million. These funds will provide additional support for future activities at the museum and archives. The Royal BC Museum is grateful for the Foundation's contributions and looks forward to continuing success in years to come.

New stone tile and maintenance at the Geology Pool and Garden.



THE YEAR IN REVIEW

Last year, the RBCM was pleased to offer several programs promoting greater visitation and stronger community connections to the Royal BC Museum, BC Archives and public areas at the Corporation's Belleville Street location in Victoria. Also implemented were a number of initiatives which met the direction provided by the Shareholder.

Some of these included:

- **Remembrance Day Events** – Veterans both of recent and of long-ago conflicts gave talks to the public about their experiences. Letters written by soldiers in World War I were presented by university academics. A military historian from Chilliwack attended the RBCM, looking up records online so visitors could learn about their relatives' military service. RBCM curators and archivists made presentations based on in-house collections of World War I and prisoner-of-war materials.
- **Free Access to Galleries** – From January 2-9, 2008, admission



Del Rosario (right) tries to stump guests at Artifact or Artifiction, a Royal BC Museum fund-raising gala.

was by donation for those visiting the public galleries. More than 16,000 people visited the museum galleries that week. This matches the number of visitors for the same period a year earlier. The RBCM is pleased to have begun a new tradition in Victoria, and to be able to give back to the community in recognition of their support throughout the year.

- **Artifact or Artifiction?** – The fourth annual fundraising gala was hosted in the museum galleries and attended by 320 people. Guests were treated to

dinner and an entertaining game based on stories about items held in the museum and archives collections. The event was well-covered in local media and raised funds that directly support acquisitions to the collection.

The RBCM endeavours to increase the public's access to its collections, holdings and other resources, not only in Victoria, but wherever there may be an interest. Some examples of this outreach included:

- **Baptismal Project** – The BC Archives now makes British Columbia baptism records available for the years 1836 to 1885. This is allowing people to trace their family history in a new way and from the comfort of their own homes. In communities where births, deaths and marriages were not recorded in early colonial times, baptism records may be the only records available to prove a person's lineage. This can be particularly significant for First Nation members seeking to prove their tribal affiliation.
- **Lectures** – RBCM staff attend meetings of community groups

Second annual Associated CCF Clubs conference, at Stanley Park, August 1934.



and clubs, providing talks on matters related to their work at the RBCM. A free monthly "noon hour talk" is gaining popularity – all are welcome to the Newcombe Conference Hall on the first Wednesday of every month from September to May.

Additionally, the Royal BC Museum works with non-profit organizations, academic institutions, other museums, archives and government agencies to strengthen its resources and further broaden the body of knowledge shared within the Canadian museum and archival community.

Activities in support of these relationships included:

- **Field Trips** – RBCM researchers joined a deep sea expedition organized last year by Fisheries and Oceans Canada to study a potential new crab fishery. Though officially considered observers, the RBCM staff was able to examine bycatch hauled in during a trawl, learning a great deal and sharing their expertise with the federal officials. Trips like this increase our knowledge about British Columbia's marine ecology and foster valuable professional relationships with key external stakeholders.
- **Friends of the Royal BC Museum Foundation** – The Foundation manages the Royal Museum Shop, which raises revenue and supports the vision and mission of the Royal BC Museum Corporation. The Foundation also contributes to an endowment on behalf of the RBCM.
- **Friends of the BC Archives** – This non-profit organization concerned with the heritage of British Columbia and its people raised funds and purchased two

microfilm readers for the archives. The Friends of the BC Archives hold meetings, often with a guest speaker, on the third Sunday of every month in the Newcombe Conference Hall.

- **Canadian Museum Association Annual Conference** – The RBCM participated with other British Columbia heritage and cultural organizations to assist the Canadian Museums Association (CMA) to plan and coordinate the hosting of this 500-delegate event in 2008 that included events at the RBCM site.
- **Donors / Investors / Grants** – The RBCM receives inquiries from people interested in donating money to support the museum and archives or investing in specific programs. The RBCM grants coordinator works with staff and associates to pursue funding for research and other initiatives from a range of private foundations and public agencies. A Director of Development was hired in

2007 to create a development department that would focus specifically on fundraising for the Corporation.

- **Endowments** – The RBCM, through the Foundation, have built an endowment with the Victoria Foundation. The fund has grown to \$2.1 million.
- **Active Community Participation** – All staff are active in the community, sharing their enthusiasm for BC's story with the world through participation as board members of national, provincial and local organizations and through membership in professional organizations such as the Canadian Museums Association and the Archives Association of Canada. Staff participate as board member(s) of the National Capital Commission Advisory Committee; Simon Fraser University; Victoria Chamber of Commerce and Tourism Victoria. Other staff members volunteer their time in a variety of ways

This bag, made by William White, was presented to the Royal BC Museum by the Allied Tsimshian Tribes of Lax Kw'alaams and Metlakatla. Royal BC Museum CEO Pauline Rafferty accepted the bag on March 1, 2007, at the opening of the exhibition, Treasures of the Tsimshian from the Dundas Collection.





From a photo album (ca 1922) documenting the childhood of Edith Wickham.

throughout the community, and we are proud to provide our financial support with charitable donations for the community through the Public Service Community Services Fund.

ACQUISITION HIGHLIGHTS

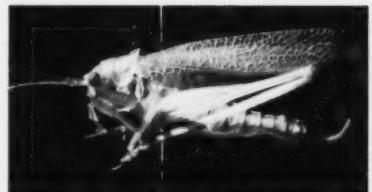
The Royal BC Museum is committed to increasing public accessibility to the collections and holdings. To that end, an electronic collection management system project (MAMMOTH) was launched in late 2007. This significant database project will digitally record, catalogue, interpret and make accessible the millions of items in the collections. When fully implemented in 2008, the public view of the provincial collections and holdings will be possible from anywhere in the world via the internet.

In 2007-08, the RBCM obtained 9,016 objects, artifacts, specimens and archival records. Highlights of the acquisitions are:

- **Phillip Borsos records.** The business records of Australian-born BC filmmaker Phillip Borsos (1953-1995), who shot to prominence with his first feature film, *The Grey Fox*, were acquired by the Royal BC Museum in December 2007.

The files containing the history of how Borsos developed the story of legendary American train robber Bill Miner into the award-winning *The Grey Fox* afford many captivating glimpses into the life of a 20-something film director. Rated as one of the best Canadian films of all time and awarded five Genies as well as a Golden Globe nomination, *The Grey Fox* was also elevated to Masterworks status in 2001 by the Audio-Visual Preservation Trust of Canada.

- **William Hartley accession.** This accession consists of textual records documenting William Hartley's life and career as a Member of the



Specimen of a male Drumming Katydid (Meconema thalassinum), a recent addition to British Columbia's insect fauna.

Legislative Assembly from 1934 to 1998. The records contain correspondence, subject files and one photograph. As a member of the New Democratic Party, William Hartley served as a MLA for the Yale-Lillooet electoral district between 1963 and 1975. He served as Minister of Public Works between September 1972 and December 1975 under the province's first NDP government. The accession represents an addition to textual records MS-0764.

- **Doris Stastny accession.** This accession consists of one map on linen depicting Point Ellice, Victoria, ca 1868.



Iona Campagnolo, lieutenant governor from 2001 to 2007, designed her elegant uniform to reflect the unique character of British Columbia.

- Norman Charles Stewart accession.** This accession consists of 13 volumes of textual records, 1910-1954. The records are personal diaries or notebooks kept by Norman Charles Stewart (1885-1965), a land surveyor qualified under both the federal and provincial land survey systems. He served as the British Columbia Surveyor General between 1947 and 1950. The set of diaries are



Pages from Phyllis Munday's photo album.

incomplete for the time range. A complete transcript prepared by the donor of all the diaries also forms part of the accession.

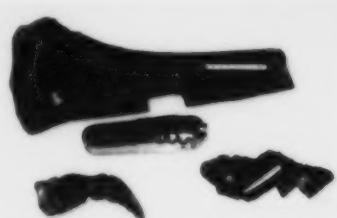
- Ella family accession.** This accession consists of six documents and one document envelope relating to Henry Bailey Ella and his wife Martha Beeton Ella, 1840-1865. The couple settled in Metchosin in the 1850s and moved to Victoria in the 1860s. The documents are the originals for which the RBCM already holds copies.

- Phyllis and Don Munday and Edith Wickham accession.** This accession represents an addition to an existing group of records about Phyllis and Don Munday, nationally recognized mountaineers, explorers and naturalists, and their daughter Edith Wickham. The entire body of records constitutes the largest accumulation of information anywhere about this family and its accomplishments.

- Vice Regal Uniform.** In 2007, at the end of her term of office, Her Honour Iona Campagnolo,

the first woman to hold the office of Lieutenant-Governor of British Columbia, made a spectacular gift to the Royal BC Museum. Upon taking office Her Honour designed, at her own cost, a Vice-Regal uniform appropriate for a woman and reflective of the character of British Columbia. The midnight blue military doe skin jacket and ankle-length skirt was produced by Claymore Clothes of Vancouver. Milliner Alfreda Chick designed a matching bowler-style hat for use when reviewing Honour Guards.

- Short-faced bear.** The 13,500-year-old remains of a short-faced bear, a long-extinct species never known before from BC, were found as part of a Royal BC



Ornithischian dinosaur bones from the Sustut Basin in north-central British Columbia.

Museum research project led by staff member Martina Steffen. Analysis of the specimen and other items discovered in a cave on northern Vancouver Island will provide a glimpse into what life was like over a thousand years ago.

- **William White – Tsimshian shoulder bag.** Out of gratitude and respect for the Royal BC Museum organizing of the *Treasures of the Tsimshian from the Dundas Collection* exhibition, Pauline Rafferty, CEO of the RBCM, received for the collection a Tsimshian shoulder bag that had been made by Tsimshian artist William White. Mr. White received the 2007 Premier's BC Creative Achievement Award for Aboriginal Art and the gift will be a legacy of the ongoing relationship of RBCM with the Tsimshian peoples.
- **Cretaceous dinosaur skeleton.** The RBCM was fortunate to receive the donation of fragments of a cretaceous dinosaur skeleton from the northern interior of British Columbia. These bones were

This map, printed on linen, ca 1868, portrays Point Ellice in Victoria.



Production still from "Cooperage," a film by Phillip Borsos.

discovered nearly 40 years ago in the wilderness northeast of Hazelton. They represent a new species of Cretaceous dinosaur that reveal for the first time the nature of the extinct animals that roamed this newly discovered dinosaur region west of today's Rocky Mountains. RBCM has tracks of dinosaurs from this isolated mountainous region in its collections but these bones represent the first fossils to be described scientifically.

- **Drumming Katydid.** A European native, the Drumming Katydid, has been established in northeastern North America since 1957, and this cricket is now firmly established in BC's Lower Mainland. Surprisingly, although students at Simon Fraser University and the University of BC had collected a few specimens as far back as 1991, no one had reported this immigrant until RBCM entomologists recently recognized it as unusual. Several specimens from the Vancouver area were accessioned into the RBCM insect collection in 2007.



The Asiatic clam, one of the most aggressive freshwater invaders worldwide.

- **Freshwater Clam.** This freshwater clam "*Corbicula fluminea*" is about the size of a toonie, and is native to Asia. Other names for it have been the 'Asian Clam', 'Asiatic Clam', and in SW Asia the 'Prosperity Clam' or 'Good luck Clam'. Thought to be first introduced into the Columbia River basin in Washington and Oregon about 1938, this historically adept invader has now been found on Vancouver Island in the Sooke area outside Victoria. In April of this year examples of *Corbicula fluminea* were donated to the RBCM and are now in the collection as testament to the presence of this potentially damaging species in BC.

Deaccessioning is also part of the normal functioning of the RBCM. The following items were deaccessioned from the collection:

- BC Archives F1989:05. 23 motion picture reels created by the E.W. Hamber family between circa 1920-1939. Deaccessioned at the request of the City of Vancouver Archives who donated them in 1989 and wished to reunite the films with the rest of the Hamber family records they preserve.
- BC Archives MS-0348. Funeral home record and ledger kept by Richard Frederick Corless, Sr., Prince George. This article was deaccessioned and transferred to the University of Northern BC Archives so to ensure this material is preserved within its originating community.
- A small number of entomology specimens had either no associated data with the specimen, the specimen was damaged beyond usefulness, or the specimen is unidentifiable. This totalled 56 specimens and each was deaccessioned.

EXHIBITION HIGHLIGHTS

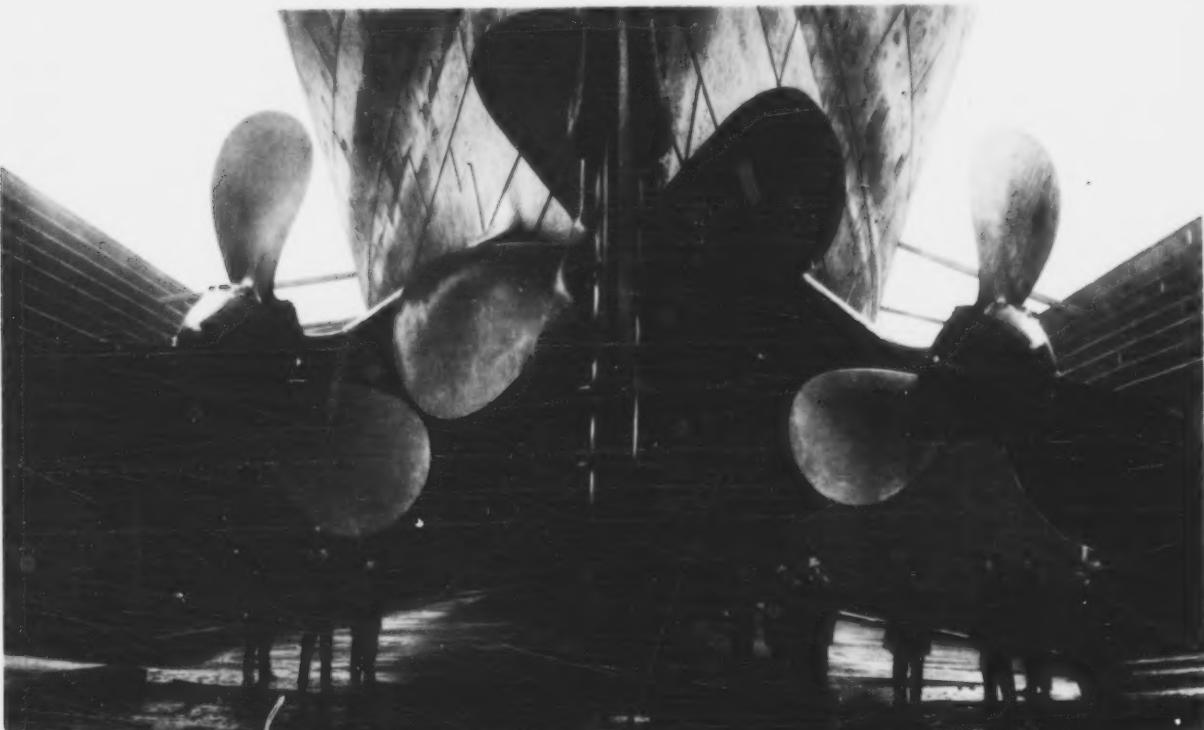
The exhibition, *Titanic: The Artifact Exhibition*, hosted at the RBCM from April 14 to October 14, 2007, featured more than 280 artifacts from the *Titanic* wreck site. Significant planning went into making this the best presentation of the exhibition on its world tour: sound and lighting effects, *Titanic* "boarding passes" and theatrical interpreters bringing *Titanic* crew and passengers to life. 'animation stations' staffed by adult and junior docents, and a new complementary exhibition telling the story of BC's connection to the *Titanic* story.

By closing day, the exhibition had attracted 490,000 visitors and thousands of positive reviews. *Titanic* more than lived up to the expectations of those visitors and was the largest attendance of this exhibition in recent memory.

Treasures of the Tsimshian from the Dundas Collection: After a six-week showing in the traditional territory of the Tsimshian First Nations, this

remarkable exhibition opened on April 27 at the Royal BC Museum. The 40 artifacts of the exhibition, shown on behalf of 11 lenders, are the most significant and spectacular items of those acquired by Rev. Robert James Dundas in 1863. Organised on behalf of the owners of these pieces by the RBCM, this exhibition was shown in Toronto, Ottawa and Vancouver and will close in June 2008. The collection will then be returned to the lenders.

Free Spirit: Stories of You, Me and BC: Opened March 13, 2008. The RBCM team worked at record speed to imagine, design, build and open a major exhibition in just over a year. Furthermore, this exhibition broke new ground in several ways – its virtual presence on the web, its focus on storytelling and the ways in which the citizens of BC can contribute to its content. The result is a project that reaches out to the province and declares: 'your history matters.' Free Spirit will run through the anniversary year and will shine new light on what makes BC, BC.



CORPORATE GOVERNANCE

GOVERNING PRINCIPLES OF THE BOARD OF DIRECTORS

A Board of Directors governs the Royal BC Museum Corporation, guided by legislation, regulation and public policy. The Board is accountable to the Minister of Tourism, Sport and the Arts. The Board is responsible to ensure the application of the *Museum Act*, so that the Royal BC Museum Corporation conducts its affairs in a manner that complies with the legislation and accepted standards of conduct, operates within approved financial standards, and fulfils its purpose and mandate.

The Board of Directors is guided by the principles of:

- Stewardship and Leadership;
- Clarity of Roles and Responsibilities;
- Transparency;
- Service and Collaboration;
- Accountability and Performance; and
- Continuous Improvement.

The effective function of the Board follows the provincial government's Governance Framework, which provides an understanding of the roles and responsibilities for all parties that are part of the Crown corporation governance environment.

The Board of Directors consists of 11 directors, all appointed by the Lieutenant Governor in Council. It provides leadership and direction to the Royal BC Museum Corporation through clearly articulated policies and corporate goals. In delegating authority to the Chief Executive Officer, the Board monitors the performance of the CEO, and holds her accountable for results and progress. Having established the policy framework,



Board of Directors: (front from left) John Walton (Chair Emeritus), David McMillan (Chair), Pauline Rafferty and Anna Nyarady; (back from left) Barbara Rae, Allison McNeill, Kenneth Mahon, Neil Sterritt, Donald Hayes (Vice Chair November 2007-present); (not pictured) David Stowe, Margaret Vandenberg and Ralph Bodine (Vice Chair to November 2007).

the Board allows the CEO to administer corporate operations and does not involve itself in management decision-making or the day-to-day operations of the Royal BC Museum Corporation.

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee ensures that the Corporation's financial and accounting policies conform to the provisions of the *Museum Act* and all other applicable legislation, and that the Corporation's financial reporting systems meet the needs of the Board and the Royal BC Museum Corporation itself. Members of the Committee include Chair: Donald Hayes; Anna Nyarady; ex-officio members David McMillan and Pauline Rafferty; and is supported by Chief Financial Officer, Faye Zinck.

GOVERNANCE AND NOMINATING COMMITTEE

The Governance and Nominating Committee oversees the Board's nominating and governance activities. It is responsible to the Board of Directors and meets as required but at least once a year. Its functions are to establish the criteria of skills required for membership on the Board, prescreen and recommend Board candidates, recommend persons for the positions of Chair and Vice Chair, ensure appropriate orientation, manage evaluation of the Board; ensure the manual contains all documents relevant to the Board's governance structure are current, and recommend persons to sit as members of Board committees. Members of the Committee include Chair: Barbara Rae; Neil Sterritt; David Stowe; Allison McNeill and ex-officio

members: David McMillan and Pauline Rafferty. This Committee also serves to deal with all matters of corporate governance and as such, reviews, monitors and reports on Board effectiveness.

SITE DEVELOPMENT COMMITTEE

The Committee is a term "special purpose" committee whose principal focus is to advise on the RBCM Master Plan and to assist with moving the renewal of the Royal British Columbia Museum forward. The term is up to three years.

The Committee has been consulted for the oversight and policy in respect of the management and control of the land and property of the Royal BC Museum. Members of the Committee include Chair: Ken Mahon; Donald Hayes; Murray Farmer; and ex-officio

members David McMillan and Pauline Rafferty; and supported by Director, Business and Operational Services, Angela Williams.

FUND DEVELOPMENT COMMITTEE

The Fund Development Committee was approved by the Board of Directors in January, 2008. The Committee's role is to serve as ambassadors and strategists for fundraising initiatives. This committee will actively identify potential donors and sponsors, working alongside the CEO and Director of Development to secure financial support through the philanthropic community. The committee includes representation from the Foundation which creates a link between the two Boards who are responsible for fundraising.

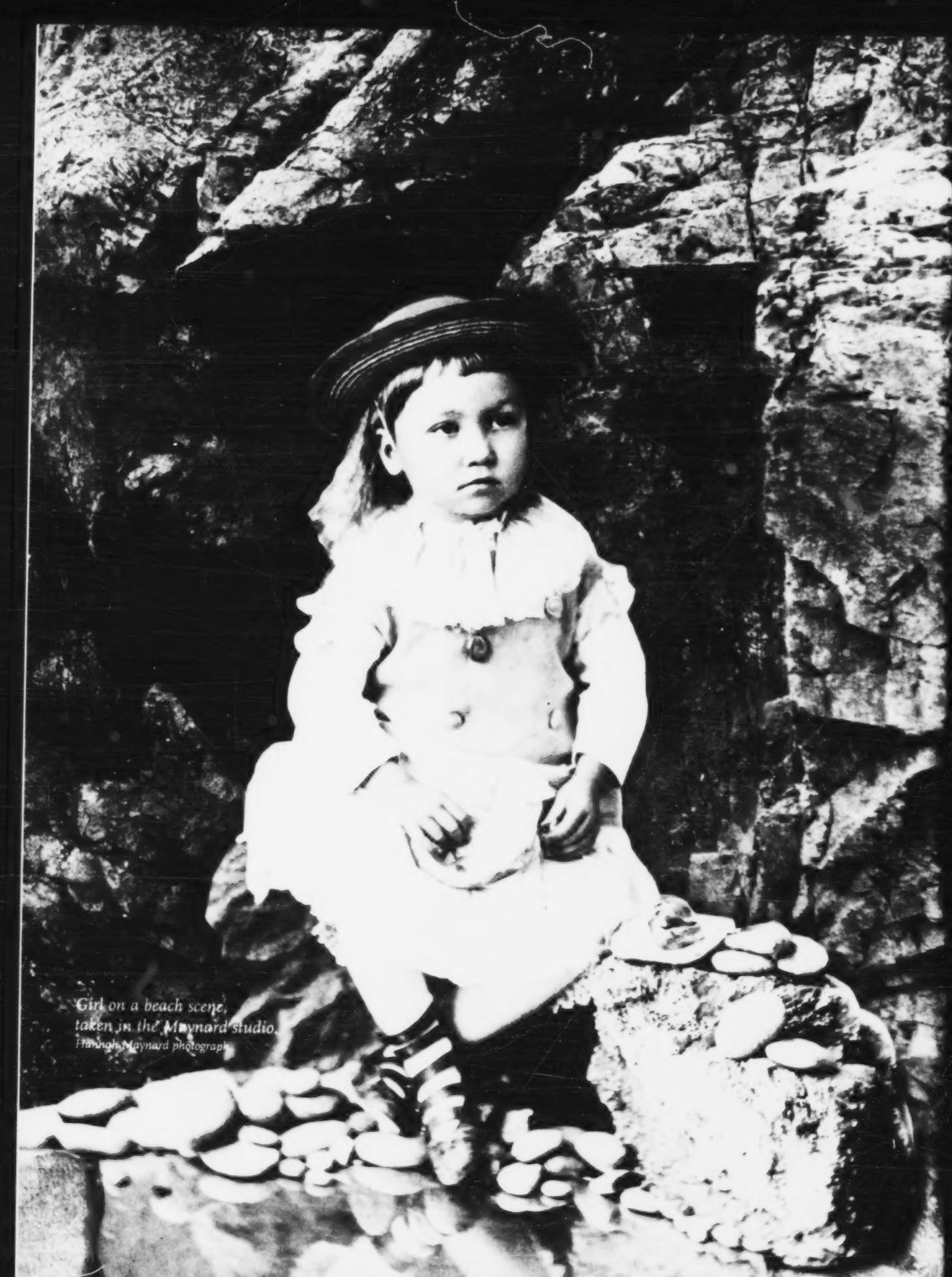
Members of the committee include Chair, Donald Hayes; David Stowe; Margaret Vandenberg; President of the Foundation May Lou-Poy; ex-officios David McMillan and Pauline Rafferty; supported by Director of Development, Diane Lloyd.

ADDITIONAL INFORMATION

Additional information on Board members and Board policies is available on the Royal BC Museum Corporation's website, www.royalbcmuseum.bc.ca. The Royal BC Museum Corporation now fully complies with the provincial government's "Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations". See www.royalbcmuseum.bc.ca/About_RBCM.

The arrival of surveyor Frank Swannell's pack train at Ulkatcho Village in central British Columbia in 1928. From Surveying Central British Columbia by Jay Sherwood.





Girl on a beach scene,
taken in the Maynard studio.
Hannah Maynard photograph

FINANCIAL STATEMENTS

(Audited)

March 31, 2008

MANAGEMENT'S REPORT

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are management's responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance that the Corporation's assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Corporation, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian generally accepted auditing standards.

Sincerely,



Pauline Rafferty
Chief Executive Officer



Faye Zinck
Chief Financial Officer

April 29, 2008
Victoria, BC

AUDITOR'S REPORT

To the Board of Directors of the Royal British Columbia Museum Corporation

We have audited the balance sheet of the Royal British Columbia Museum Corporation as at March 31, 2008 and the statements of operations and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Museum's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Museum as at March 31, 2008 and the results of its operations and changes in its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants

April 29, 2008
Victoria, BC

BALANCE SHEET

As at March 31, 2008

	2008	2007
ASSETS		
Current		
Cash and investments (Notes 2(a, b), 3)	\$ 5,279,747	\$ 1,598,273
Accounts receivable	717,716	449,488
Prepaid	104,385	26,031
Deferred exhibition costs (Note 2(d))	<u>1,250,973</u>	<u>561,957</u>
	7,352,821	2,635,749
Capital assets, net (Notes 2(e) & 5)	<u>15,536,719</u>	<u>15,179,998</u>
	<u><u>\$ 22,889,540</u></u>	<u><u>\$ 17,815,747</u></u>
LIABILITIES AND NET EQUITY		
Current		
Accounts payable and accrued liabilities	\$ 3,182,075	\$ 2,284,748
Leave liability	474,112	383,445
Deferred revenue (Note 6)	<u>4,418,262</u>	<u>592,724</u>
	8,074,449	3,260,917
Deferred capital contributions (Note 7)	1,743,606	1,496,996
Net equity (Note 8)	<u>13,071,485</u>	<u>13,057,834</u>
	<u><u>\$ 22,889,540</u></u>	<u><u>\$ 17,815,747</u></u>
Commitments (Note 13)		
ON BEHALF OF THE BOARD		



Director



Director

STATEMENT OF OPERATIONS

For the Year Ended March 31, 2008

	2008	2007
REVENUES		
Province of British Columbia contributions	\$ 12,473,000	\$ 15,273,000
Museum admission fees	9,738,416	3,596,934
Other income	2,546,790	1,514,505
Amortization of deferred capital contributions (Note 7)	416,109	356,446
Gifts in Kind - Donated collections and artifacts (Note 2(f))	<u>643,176</u>	<u>77,506</u>
	<u>25,817,491</u>	<u>20,818,391</u>
EXPENSES		
Salaries and benefits (Note 2(h))	9,014,524	8,157,693
Donations (Note 9)	2,500,000	3,000,000
Building costs	2,614,908	2,067,902
Taxes, City of Victoria	965,113	906,223
Special Exhibitions (Note 10)	4,494,957	1,093,937
Security	935,496	888,373
Amortization	883,235	757,104
Professional service contracts	872,179	631,090
Systems and telecommunications	690,045	769,308
Archival records storage	369,714	376,716
Marketing and communications	406,924	336,199
Materials and supplies	579,929	443,509
Office	393,979	347,014
Insurance	279,410	225,838
Collections and artifacts (Note 2(f))	643,176	93,406
Bank charges	48,228	61,132
Travel	<u>112,023</u>	<u>110,178</u>
	<u>25,803,840</u>	<u>20,265,622</u>
EXCESS of revenues over expenses for the year	<u>\$ 13,651</u>	<u>\$ 552,769</u>

STATEMENT OF CASH FLOWS

For the Year Ended March 31, 2008

	2008	2007
OPERATING ACTIVITIES		
Cash received from the Province of British Columbia	\$ 14,478,000	\$ 15,273,000
Cash received from admissions	9,738,416	3,596,934
Cash received from other income	2,267,393	1,856,729
Cash paid for donations	(2,500,000)	(3,000,000)
Cash paid for salaries and benefits	(8,824,861)	(9,369,798)
Cash paid for building costs and security	(4,514,744)	(3,718,307)
Cash paid for materials and services	<u>(7,528,185)</u>	<u>(4,568,629)</u>
 Cash provided for operating activities	 <u>3,116,019</u>	 <u>69,929</u>
INVESTING ACTIVITIES		
Cash received for purchase of capital assets	2,508,828	614,831
Purchase of capital assets	(1,239,957)	(999,885)
Payments for deferred exhibition costs	<u>(689,016)</u>	<u>(452,732)</u>
 Cash provided (used) for investing activities	 <u>579,855</u>	 <u>(837,786)</u>
 NET INCREASE (DECREASE) IN CASH	 3,695,874	 (767,857)
 Cash, beginning of year	 <u>1,583,873</u>	 <u>2,351,730</u>
 Cash, end of year	 <u>\$ 5,279,747</u>	 <u>\$ 1,583,873</u>

NOTES TO FINANCIAL STATEMENTS

For the Year Ended March 31, 2008

1. GENERAL

The Royal British Columbia Museum Corporation (the "Corporation") is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the *Museum Act*. The Corporation is a tax-exempt body under Section 149(1)(d) of the *Income Tax Act*.

The purpose of the Corporation is to fulfill the Government's fiduciary responsibilities for public trusteeship of the Provincial collections and exhibits, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

(a) Cash and investments

All investments, short and long term, are classified as held for trading because they are part of a portfolio of identified financial instruments which are managed together. Unrealized gains and losses are included in net income in the period they arise. The Corporation has used the quoted market price to value the investments at the balance sheet date.

(b) Financial instruments

The Corporation's financial instruments consist of cash, investments, accounts receivable, accounts payable and accrued liabilities. All financial instruments are reported at their fair value on the balance sheet. The fair value of these assets approximates their carrying value due to the short term nature of the instruments. The fair value of short- and long-term investments is disclosed in note 3.

(c) Revenue recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted non-capital contributions are deferred and recognized as revenue in the period in which the related expenses are incurred. Capital assets contributed and externally restricted contributions for the purchase of capital assets are deferred and amortized over the life of the related capital asset. Unamortized deferred capital contributions relating to capital asset dispositions are recognized as revenue in the period of disposal, provided that all restrictions have been complied with.

Government grants are accounted for as unrestricted contributions or externally restricted contributions in accordance with the terms of funding.

Admission revenue is recognized when earned. Other revenue consists of contributions, grants, royalties and rental revenues which are recognized when earned.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2008

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Deferred exhibition costs

Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

(e) Capital assets

Purchased capital assets are stated at acquisition cost. Capital assets transferred from the Province of British Columbia, a related party, are recorded at the carrying amount. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

• Buildings and improvements	up to 40 years
• Permanent exhibits	10 years
• Operating equipment	5 years
• Computer equipment and software	3 years
• Vehicles	3 years
• Furniture and equipment	5 years

(f) Collections

The value of collections (artifacts, specimens, archives and documents) has been excluded from the balance sheet because of valuation issues. Gifted collections are recorded as revenue estimated at fair market values based on appraisals by independent appraisers. The acquisition of both gifted and purchased collections is expensed. (Note 4)

(g) Volunteers

During the year, volunteers contributed approximately 47,148 (2007 - 40,222) hours in support of the Corporation. Their activities include guided gallery tours and a variety of programs that enrich the visitor's experience at the Corporation and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

(h) Employee benefit plans

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The British Columbia Pension Corporation administers the Plan, including payment of pension benefits to employees to whom the Act applies. The Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation (March 31, 2006) has determined the Plan has an unfunded liability of \$767 million. As a result, effective April 1, 2006, the employer contribution rate to the Plan was increased to 8.63% (from 6.75%) of the pensionable salary up to the year's maximum pensionable earnings and to 10.13% (from 8.25%) of pensionable salary in excess of the year's maximum pensionable earnings. The maximum pensionable earnings for 2007 were \$43,700.

The Corporation recognized \$90,667 increase (2007 - \$175,337 decrease) to the leave liability account.

The Corporation also annually contributes through the Provincial Government payroll system benefit plan for specific termination benefits and employee benefits as provided for under collective agreements and conditions of employment. The benefit charge back rate that the Corporation pays through the Provincial Government is 23.83% (2007 - 24.62%). Costs of future benefits are recognized as an expense in the year that contributions are paid.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2008

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Asset Retirement Obligations

Canadian generally accepted accounting principles require the Corporation to determine the fair value of the future expenditures required to settle legal obligations to retire tangible long-lived assets. If a reasonable estimate can be determined, a liability is recognized equal to the present value of the estimated future removal costs, and an equivalent amount is capitalized as an inherent cost of the associated long-lived asset.

When the buildings occupied by the Corporation were originally constructed, a variety of asbestos materials were used. Asbestos abatement has been carried out in a number of locations, but removal is not complete and residual asbestos debris remains in the building structure. A provision for asset retirement obligations that address the future accounting and reporting obligations related to asbestos removal has not been made at this time since it is not reasonably estimable.

(j) Use of estimates

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. This includes and is not limited to, the useful lives of capital assets.

3. CASH AND INVESTMENTS

As at March 31, 2008, the Corporation had \$4,839,747 in a money market fund, with a yield as a whole of 4.83% (2007 – 4.19%).

In accordance with section 3855 "Financial Instruments – Recognition and Measurement" of the CICA Handbook, the Corporation has classified its investments as held for trading and is reporting them at fair value. All investments are publicly traded and accounted for at the fair market values based on quoted prices at year end.

Investment income includes interest and dividends earned and realized gains and losses net of investment expenses incurred during the year. Investment transaction costs are expensed as incurred.

4. COLLECTIONS

As at March 31, 2008, the collections consisted of approximately 7.2 million artifacts, specimens and archival records. During the year, the Corporation deaccessioned 3 (2007 – 11) collections of objects and accessioned 9,016 (2007 – 11,461) objects to its collections through the acquisition, purchase and deaccessioning process. The collections are valued at \$190 million for insurance purposes.

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2008

5. CAPITAL ASSETS

Capital assets consist of the following:

	Cost	Accumulated Amortization	2008	2007
Land	\$ 12,278,339	\$ -	\$ 12,278,339	\$ 12,278,339
Permanent exhibits	1,696,852	(580,564)	1,116,288	1,287,970
Operating equipment	535,196	(408,493)	126,703	113,193
Computer equipment and software	2,575,420	(1,840,954)	734,466	598,192
Vehicles	24,664	(7,879)	16,785	20,896
Furniture and equipment	112,110	(71,584)	40,526	37,232
Buildings	1,042,100	(406,348)	635,752	844,176
Work in progress	587,860	-	587,860	-
	<u>\$ 18,852,541</u>	<u>\$ (3,315,822)</u>	<u>\$ 15,536,719</u>	<u>\$ 15,179,998</u>

6. DEFERRED REVENUE

Deferred revenue of \$4,418,262 (2007 - \$592,724) represents funds related to donations for restricted projects, future gallery rentals, advance admission sales, annual passes, and unredeemed gift cards.

7. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent unamortized externally restricted contributions which have been used to purchase capital assets. These contributions will be recognized as revenue in future periods as the related capital assets are amortized.

	2008	2007
Balance, beginning of year	\$ 1,496,996	\$ 1,238,610
Grants for the purchase of capital assets	662,719	614,832
Amortized to revenue	(416,109)	(356,446)
Balance, end of year	<u>\$ 1,743,606</u>	<u>\$ 1,496,996</u>

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2008

8. NET EQUITY

	Invested In Capital Assets	Unrestricted	2008	2007
Balance, beginning of year	\$ 13,683,841	\$ (626,007)	\$ 13,057,834	\$ 12,505,065
Excess of revenues over expenses	-	13,651	13,651	552,769
Deferred capital contributions (Note 7)	(662,719)	662,719	-	-
Amortization of deferred capital contributions (Note 7)	416,109	(416,109)	-	-
Amortization	(883,235)	883,235	-	-
Investments in capital assets	1,239,957	(1,239,957)	-	-
Balance, end of year	<u>\$ 13,793,953</u>	<u>\$ (722,468)</u>	<u>\$ 13,071,485</u>	<u>\$ 13,057,834</u>

9. DONATIONS

The \$2,500,000 contribution (2007 - \$3,000,000) made to the Friends of the Royal British Columbia Museum Foundation will assist the Foundation in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership with the Foundation (previously the Friends of the Royal British Columbia Museum Society) to assist and support provincial museum initiatives and projects through attracting federal and other foundation monies.

10. SPECIAL EXHIBITS

In order to encourage repeat attendance the Corporation hosts travelling exhibits in the temporary gallery. In 2007-08 these included: *Titanic, the Artifact Exhibitions*, *Treasures of the Tsimshian from the Dundas Collection*, *River of Memory*, and *Free Spirit: Stories of You, Me and BC*. In 2006-07 these included: *Fore! The Planet*; *Speed; Fatal Attraction*; and the Museum of Northern British Columbia portion of the travelling exhibit: *Treasures of the Tsimshian from the Dundas Collection*.

	2008	2007
Salaries and benefits	\$ 184,789	\$ 123,240
Professional service contracts - includes exhibit fees	3,239,750	317,588
Marketing and communications	639,374	542,476
Materials and supplies	242,121	105,847
Office	188,923	1,111
Insurance	-	3,675
Total Expenses related to special exhibits	<u>\$ 4,494,957</u>	<u>\$ 1,093,937</u>

NOTES TO FINANCIAL STATEMENTS, CONT.

For the Year Ended March 31, 2008

11. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION

The Friends of the Royal British Columbia Museum Foundation (the "Foundation") was incorporated to build membership and to coordinate other support activities on behalf of the Corporation. The principal activities of the Foundation are operation of the Royal Museum Shop, the collection of donations, bequests, endowments and supporting projects undertaken by the Corporation. The accounts of the Foundation are presented separately and are not consolidated in these financial statements. As at March 31, 2008, the unaudited fund balances of the Foundation are as follows:

	2008	2007
Invested in capital assets	\$ 46,573	\$ 67,752
Externally restricted funds	114,696	113,676
Internally restricted funds	3,600,788	3,044,394
Unrestricted funds	<u>1,945,290</u>	<u>1,614,657</u>
	 <u>\$ 5,707,347</u>	 <u>\$ 4,840,479</u>

During the year the Foundation contributed \$2,273,896 (2007 - \$645,530) to the Corporation, of which \$273,896 (2007 - \$10,540) has been recorded in revenue as a direct contribution, the balance of the contributions consisted of funding for deferred capital contributions and grants from other third parties.

12. RELATED PARTY TRANSACTIONS

The Corporation is related through common ownership to all Province of British Columbia Ministries, Agencies and Crown corporations. The Corporation also has transactions with the Friends of the Royal British Columbia Museum Foundation (note 11). Transactions with these entities, considered to be in the normal course of operations, are recorded at the exchange amounts.

13. COMMITMENTS AND CONTINGENT LIABILITIES

Operating Agreement

The Corporation has committed to a Theatre Operating Agreement for the operation of a large screen motion picture theatre at the Corporation. Under the terms of the Agreement, the Corporation will be paid a royalty from the theatre including certain negotiated adjustments, plus specific amounts for additional costs. The Corporation is also party to the lease of the premises for the Theatre and is paid all rents related to the lease agreement. The term of both the Theatre Operating Agreement and the lease is 30 years and expires June 24, 2028.

Lease Commitments

The Corporation has a five-year operating lease to rent warehouse space to store oversize artifacts. The lease expires on April 30, 2011. Future minimum payments are \$124,096 in each year.

14. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

MANAGEMENT DISCUSSION AND ANALYSIS

The main financial objective of the Royal BC Museum Corporation (RBCM) is to operate as the most cost-effective museum and archives in Canada.

Summary of financial results, 2007-08 forecast and variance

Statement of Revenue & Expenses (millions)	Actual 2003-04	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2007-08	Budget Variance
Revenue							
Operating contributions from the Province	13.174	12.656	12.105	12.273	12.473	12.473	0.000
Project funding from the Province	0.000	0.000	0.000	3.000	.100	2.000	(1.900)
Museum admission fees	4.111	7.017	3.036	3.597	9.738	6.076	3.622
Other income	3.026	2.725	2.998	1.948	3.506	1.957	1.550
Total Revenue	20.310	22.398	18.139	20.818	25.817	22.506	3.311
Expenses							
Salaries and benefits	7.898	7.610	7.826	8.158	9.014	8.599	(0.415)
Building costs	5.255	4.568	4.515	2.068	2.615	2.343	(0.272)
Taxes - City of Victoria	0.642	0.667	1.113	0.906	0.965	0.927	(0.038)
Other operating costs	3.444	3.386	3.198	3.394	4.396	4.231	(0.165)
Security costs	0.934	0.957	0.897	0.888	0.935	0.903	(0.032)
Donations	0.000	0.000	0.000	3.000	2.500	0.000	(2.500)
Temporary Exhibitions	0.759	3.181	0.257	1.094	4.495	4.576	0.081
Amortization	0.614	0.893	1.071	0.757	0.883	0.918	0.035
Total Expense	19.546	21.262	18.878	20.265	25.803	22.497	(3.306)
Net Income (Loss)	0.764	1.136	(0.739)	0.553	0.013	0.009	(0.005)
Retained Earnings	0.764	1.900	12.505	13.058	13.071	13.067	0.004
Capital Expenditures	2.954	1.464	11.715	1.000	1.240	1.970	0.730
FTE's	125	125	125	123	130	130	0

In 2007-08, the presentation of the exhibition *Titanic: The Artifact Exhibition* by the RBCM was successful at the box office, resulting in increased admission revenue of 60% over forecast. The popularity of this exhibition generated an economic impact to the Province of British Columbia of \$42.5 million (\$30 million in direct economic impact to the southern Vancouver Island region, and \$12.5 million throughout the rest of BC). During the same period, RBCM designed, built and opened *Free Spirit: Stories of You, Me and BC*. This \$5 million project to celebrate BC's 150th Anniversary of joining Confederation, was created in partnership with the Ministry of Tourism, Sport and the Arts who provided \$2 million in funding.

REVENUE

In 2007-08, 49% of operations and activities were funded through the annual contribution from the Province of British Columbia. This contribution funds ongoing activities within the provincial museum and provincial archives, including the preservation and management of the provincial collections and holdings that document the history of BC. Over the last two years, the operating grant has increased slightly to accommodate the salary increases negotiated by the Province.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

In 2007-08, an agreement was formed with the Ministry of Tourism, Sport and the Arts to build and present an exhibition to celebrate BC's 150th anniversary of becoming a Crown colony. This partnership resulted in project funding of \$2.1 million which was provided by the Ministry to the RBCM and will be recognized as revenue in 2008-09. The RBCM contributed an additional \$3 million toward this project, for a total project cost of \$5 million.

The Corporation makes every effort to maximize its revenue resources through its business operations. This is illustrated by the fact that 51% of operations in 2007-08 (39% in 2006-07) were supported by this revenue. Revenue is comprised of admissions revenues, royalties, fees for activities, fundraising, related retail operations and grants. This year, an additional \$0.67 million in contributions was received from third parties for capital projects. In 2006-07, an additional grant of \$3.0 million from the Province was provided to the RBCM to assist with deferred maintenance of the buildings.

During the current year, admission fees represented 38% of total revenue (compared with last year's 17%). Admission fees fluctuate from year to year depending on the special exhibition being hosted. Incremental admissions fees will vary and may be directly generated by an up-charge during the term that the special exhibition is hosted. For example, additional fees were applied during the run of *Titanic: The Artifact Exhibition* to offset the cost of the exhibition.

EXPENSES

Total expenses in 2006-07 were \$20.3 million as compared to \$18.9 million in 2005/06 for an increase of \$1.4 million. Total expenses in 2007-08 were \$25.8 million as compared to \$20.0 million in 2006-07 for an increase of \$5.6 million. This was primarily due to the hosting of *Titanic: The Artifact Exhibition* and was offset by increased revenues.

Salaries & benefits – The workforce at RBCM consists largely of highly skilled full-time employees. In 2007-08, salaries and benefits were \$9.0 million compared to \$8.2 million the previous year. This increase was a result of additional staff in the development and business operations sections, increased leave liability costs and negotiated salary increases.

RBCM staff is paid through the provincial government payroll system (CHIPS), with benefits charged at 23.83% of salary costs. In addition to the existing workforce, this past year the operations were supported by a large and dedicated group of approximately 618 volunteers (over a normal base of approximately 450) for a total number of 47,148 hours.

Building costs – The RBCM continues to upgrade its facilities and complete deferred maintenance projects. Building costs were \$0.3 million higher this year as maintenance projects were completed. Expenses include the cleaning of the facilities, utilities and preventative and building maintenance. Some of the projects that were completed this past year include life/safety and security improvements: replacing the fire suppression air compressor; the structural posts of Mungo Martin House; installing a new electrical transformer; replacing chilled water valves; installing security cameras on site and improving security systems at the Commerce Circle warehouse; providing fire stopping in tunnel areas and electrical room and undertaking site beautification including: reupholstering the visitor leather chairs/sofas; painting the public washrooms; improving the landscape; and installing new washroom countertops and environmentally friendly washroom fixtures.

The final independent Facility Condition Assessment Report was received in October, 2007. RBCM will be using this current building analysis to develop and implement a long-term Strategic Asset Plan to identify building deficiencies, assess the risk associated with that deficiency and set out an action plan.

Taxes to the City of Victoria represents grants in lieu of taxes paid under the *Municipal Aid Act*. These taxes increased slightly over last year due to changes in the mill rate.

Other operating costs include a wide range of functions that impact all areas including collections management care, program and exhibition management, financial reporting functions, human resources, volunteer resources, information systems, marketing and communications, general office supplies, and professional services. These costs increased slightly in 2007-08 due to an increase in funded projects being delivered.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

Donations – Funds were provided to the Foundation to be used in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership with the Foundation to assist and support provincial museum and archives initiatives and projects through attracting federal and other foundational monies.

Exhibition costs – The four temporary exhibitions presented this year were – *Titanic: The Artifact Exhibition; Treasures of the Tsimshian from the Dundas Collection; River of Memory, the Everlasting Columbia; and Free Spirit: Stories of You, Me and BC*.

Amortization reflects planned capital investment in permanent exhibits, operating equipment and information technology hardware and software purchases.

BALANCE SHEET

Cash and short-term investments decreased over last year in the same proportion as our payables decreased. Cash and short-term investments increased \$3.7 million over last year as a result of an increase in deferred revenues for projects not yet undertaken. This revenue includes \$2.0 million for *Free Spirit: Stories of You, Me and BC*, which will be recognized in 2008-09 and an additional \$2.4 million received for capital projects which will be completed in 2008-09.

In 2007-08, \$1.2 million (\$1.0 million – 2006-07) was invested in new capital assets. Of these capital projects, 46% (37% in 2006-07) were funded by RBCM while the remaining 64% (63% in 2006-07) were funded through external sources. Major capital projects completed in 2007-08 include: building projects, obtaining specialized shelving to hold collections and ongoing funding towards a collection management system.

Deferred revenue is funding received for designated projects which will be completed in future periods. The revenue is recognized in the year that the related projects are completed.

Deferred capital funding increased due to funding received from third parties. These third parties include the Foundation, Westerkirk Capital Inc. and the Government of Canada. These funds are recognized into revenue as the funded assets depreciate.

Accounts payable and accrued liabilities at the end of March 2008 were higher than the 2007 level due to a larger number of active projects at year end.

PARTNERS

For every visitor who spends money at one of the on-site partners, the RBCM benefits from a steady revenue stream. The ability to draw visitors is largely due to marketing activities undertaken by the RBCM and a strong product base from its partners.

The Foundation operates the Royal Museum Shop, builds memberships, collects donations, bequests and endowments, and supports projects undertaken by the RBCM. During the past several years, the Foundation has made significant financial contributions to the RBCM. In 2007-08, the Foundation contributed \$2.3 million (2007 – \$0.6 million). Of these funds, \$0.3 million (2007 – \$0.01 million) has been recorded in revenue as a direct contribution and the balance of the contributions consisted of funding for deferred capital contributions and grants from other third parties. Formal endowment programs have been established through the Foundation in support of collection development and care has been set up at: the Victoria Foundation (\$2.1 million) and the Vancouver Foundation (\$0.01 million).

The Friends of the British Columbia Archives is an incorporated, not-for-profit organization managed by a Board of Directors elected from its membership. Its purpose is to foster awareness as well as support the BC Archives.

RBCM has a partnership with Destination Cinema Incorporated (DCI) who both own and operate the National Geographic IMAX Theatre. The 400-seat theatre features both new and classic 2-D films, with up to five different films to choose from. The RBCM receives royalties from the theatre. The agreement between DCI and the RBCM is for a 30-year period and expires in 2028.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

Food service and retail agreements enhance our financial position and provide services to our visitors. These services are provided by Willie's Bakery who operates the Cafe Royale kiosk located in the courtyard of the RBCM property (adjacent to Belleville Street) and the Museum Café.

RISKS AND UNCERTAINTIES

Like similar cultural organizations across Canada, RBCM faces significant issues. These issues are outlined in detail in the RBCM 2008-09 Service Plan. RBCM attendance is influenced by global trends in tourism and fluctuates when we host temporary blockbuster exhibits. A general trend towards declining attendance is being experienced by museums across North America. Due to the outlook for tourism in future years, the RBCM will remain cautious in its revenue projections from admissions. Future years' admission fees may also be impacted by the weak US dollar. If visitor levels are depressed, our ability to fulfill our mandate might be jeopardized.

It is difficult to offset operating cost increases by earned revenue increases. RBCM must earn a minimum of \$6 million in annual revenue in addition to our provincial operating grant in order to meet minimum essential operating budget requirements of \$18.5 million. Earned revenue from new sources is not increasing at the same rate as operating costs, resulting in a strain of available resources.

The RBCM workforce is aging which leads to a potential shortage of professionals. 5% of staff at the RBCM retired during the past two years and in the next five years, 50% of our staff will be eligible to retire. It is critical to ensure significant time for knowledge transfer. An investment in employee training and development is being made in order to lessen future recruitment and replacement costs.

Fundraising is vital to the success of the RBCM and competition for funding in an increasingly demanding market makes this challenging. A development department has been established at RBCM to mobilize a larger base of philanthropic support from across British Columbia, however, those relationships take time to cultivate and the financial return from the work undertaken today may not be realized until years into the future.

Changes in technology require investment to maintain a full range of old and new technologies. This ensures access to, and readability of, collection holdings created in older technology formats, particularly audio visual and electronic materials recordings and documents.

As the facilities of the RBCM are over 40 years old, requirements for repairs and maintenance will continue to escalate in the coming years. A long-term Strategic Asset Management Plan will be completed in 2008-09 and will identify building deficiencies, an assessment of the risks associated with each building deficiency, an action plan for dealing with the risks while preserving the Federal approved Category A rating and the necessary infrastructure renewal.

MANAGEMENT DISCUSSION AND ANALYSIS, CONT.

FUTURE OUTLOOK

Future financial projections indicate positive operating results. Salaries and benefits increased in 2007-08 due to the addition of a development office and additional property management staff. Future years' salaries are anticipated to have a 2% growth per year. Other expenses are either forecasted to remain the same or have up to a 1% increase.

Summary of financial results 2007-08 budget forecasts for the next 3 years

Statement of Revenue & Expenses (millions)	Actual 2007-08	Forecast 2008-09	Forecast 2009-10	Forecast 2010-11
Revenue				
Operating contributions from the Province	12.473	12.648	12.794	12.794
Project funding from the Province	.100	2.100	0.000	0.000
Museum admission fees	9.738	3.633	6.101	4.437
Other income	3.506	2.737	2.870	2.887
Total Revenue	25.817	21.118	21.765	20.118
Expenses				
Salaries and benefits	9.014	8.857	9.053	9.053
Building costs	3.580	3.308	3.341	3.374
Other operating costs	8.714	6.803	6.850	6.886
Temporary Exhibitions	4.495	2.100	2.500	0.800
Total Expense	25.803	21.068	21.744	20.113
Net Income (Loss)	0.013	0.050	0.021	0.005
Retained Earnings	13.058	13.102	13.152	13.173
Capital Expenditures	1.240	3.700	0.300	0.450
FTE's	130	130	130	130

Enhancing existing and establishing new revenue-generating activities is essential to attain our goal of financial sustainability. The fundraising success of the RBCM is necessary to the maintenance and growth of our business operations. The RBCM continues to depend on the Foundation for the establishment of endowments.

The RBCM's facilities have reached a point in their life cycles where significant capital investment is required. Next year, the Corporation will spend \$3.1 million to continue upgrading the buildings for life safety issues (including repair of marble cladding; replacement of elevators) and retaining Category A status for major exhibitions of which heating/ventilation and air conditioning upgrades (HVAC) were essential.

SUMMARY

In our effort to remain a world renowned museum and archives while preserving British Columbia's archival, natural and human history, operating challenges are identified. To maintain our excellent standing, we have established a long-term Business Plan which provides a clear strategic direction in the areas of capital planning and collections stewardship (care and custody of the provincial collections).

APPENDIX A:

STRATEGIC ISSUES AND RISKS

RBCM possesses a number of strengths that helps it achieve the direction provided in the 2007-08 Service Plan:

- The RBCM is the only institution in the world with a mandate to preserve and interpret the history of British Columbia.
- The RBCM has a strong knowledge base of the human and natural history of all of the regions within BC and is recognized as a Canadian leader in providing innovative ways to broaden accessibility to its collections.
- The BC Archives holds the province's documentary history and is the official archives of the BC Government.
- Breadth and completeness of the combined archival records, artifacts and specimens under the RBCM Corporate structure provides a comprehensive view of BC history.
- The RBCM has a proven track record of hosting and developing exhibitions that significantly influence travel and related tourism spending. Growing interest in cultural tourism provides opportunities to attract new visitors to museums and archives.
- The RBCM demonstrates a strong and successful record in the hosting of temporary and blockbuster exhibitions.
- The RBCM has a strong professional relationship with museums and archives both nationally and internationally.
- The RBCM works closely with the local tourism industry.
- RBCM staff has unique expertise that support the RBCM's mission.
- Operations are supported by approximately 450 active volunteers, contributing more than 47,000 hours on RBCM volunteer activities.
- The RBCM plays an active role in the education of BC youth through school programs.

MAINTAINING CAPACITY

Expansion and Revitalization Program

RBCM completed a business plan that includes a detailed analysis of the risks the RBCM must address. Developed to support the RBCM Master Plan, the business plan recommends an expansion/revitalization program that would provide solutions to many of the Corporation's identified risks and sensitivities. The expansion/revitalization program consists of a combination of new and revitalized buildings ensuring a proper preservation environment for collections, safety of its visitors, staff and volunteers, galleries with the capacity to host large blockbuster exhibitions as well as permanent display areas for the world-class collections:

Area of Risk	Risk Factors and Sensitivities	Plan for Mitigation	Key Responses
Collection	Some buildings housing artifacts, archival records and collections do not provide a suitable preservation environment.	A combination of new and renovated buildings will ensure a proper environment to preserve artifacts, collections and archival records against damage or irreplaceable loss. Until the expansion/revitalization can take place RBCM will continue the implementation of Collections Risk Assessment strategies.	A project is underway to address HVAC deficiencies – beginning in the temporary gallery spaces. This work in the temporary gallery will be complete in December 2008. The remainder of the complex will be completed as funding becomes available.
	The collections continually grow resulting in increased costs which require larger spaces to ensure preservation of the collections. The RBCM resource base places constraints on the development of the collection.	The Master Plan articulates the long-term growth of the collections to ensure provincially significant treasures are acquired, preserved and made accessible to all British Columbians.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.
	The Royal BC Museum has assessed all reasonable risks to the collection, exhibits and the facility in general.	A collections risk assessment was completed in fiscal year 2005-06.	A comprehensive property, collections management and security services program is in place.
Access	Portions of some buildings do not have wheelchair access.	The expansion/revitalization plan addresses wheelchair accessibility through upgrading the access to existing galleries.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.

Area of Risk	Risk Factors and Sensitivities	Plan for Mitigation	Key Responses
	Access to collections that are not part of an active exhibition are limited and preventing RBCM from fulfilling its education mandate.	The expansion/revitalization plan would create additional museum space with permanent display areas allowing world-class collections to be on exhibit. In addition, RBCM has initiated an electronic collection management system project that will digitally record, catalogue, interpret and make accessible the world-class collections for the public to view from anywhere in the world by internet.	We have begun the implementation phase of the MAMMOTH system. Full implementation, including access to the collections via the internet, is expected to be complete during fiscal year 2008-09.
	Significant building deficiencies in terms of access and ease of use.	The expansion/revitalization plan addresses these issues through a combination of new and improved building access and ease of use.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.
Operating Units	Operating units that could be self-sustaining need to improve their revenue base.	RBCM proposes specific targets that are intended to require the operating units to 'stretch' their operations in order to maximize revenues and minimize expenditures.	Operating units that should be self-sustaining are working towards that goal (e.g. gallery rentals make a slight profit on an annual basis). New/proposed programs are measured against their ability to source funding or not be an additional expense relative to the overall operating budget.
	RBCM is facing a large turnover in staff and volunteers due to a maturing workforce. Creates a risk of knowledge loss and volunteers who RBCM relies on to supplement staff.	Mitigation strategies include succession planning, training and knowledge transfer programs, and targeted recruitment of both staff and volunteers.	A corporate, multi-faceted "People Plan" has been developed and implemented. The RBCM was named one of Canada's Top 100 and BC's Top 40 Employers for 2008 by <i>Maclean's</i> magazine. This honour has assisted the RBCM by achieving national recognition for its HR program. Volunteer recruitment continues successfully. In addition to the base complement of volunteers (approximately 400) another 160 volunteers and 40 junior docents were recruited for <i>Titanic: The Artifact Exhibition</i> ; filling 140 assignments per week during the run of the special exhibition. Volunteer docents have also been recruited for <i>Free Spirit: Stories of You, Me and BC</i> , which opened March 13, 2007, and runs through fiscal year 2008-09.

Area of Risk	Risk Factors and Sensitivities	Plan for Mitigation	Key Responses
Revenue and Funding	Capital funding for the proposed expansion/revitalization plan is required in order to address several of the internal risk factors.	RBCM will continue to seek capital funding through a combination of revenue generation including fund-raising plans and contributions from various levels of government. RBCM will continue to work towards achieving its vision for the future.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.
	Fundraising is vital to RBCM success and competition for funding in a market where demands are continuously increasing makes this challenging.	RBCM will continue to increase its fundraising efforts and prepare for a future capital fundraising campaign.	A comprehensive Case for Support and Development Plan has been created to integrate the fundraising programs into the organizational structure of the RBCM.
	Existing retail and food service outlets are poorly located and many visitors don't notice the operations.	When the expansion/revitalization project is completed the visibility and access to the retail and food service outlets will be greatly improved and, as a result, increase operational revenues.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.
Partnerships	RBCM needs strong partnerships with the business community and the City of Victoria.	RBCM will strengthen these working partnerships through open dialogue with the business community and the City of Victoria.	These activities continue, through the CEO's activities as a member of the Board for the Victoria Chamber of Commerce and the Board of Tourism Victoria. The relationship with the City of Victoria continues to evolve through regular meetings with the Mayor, Councillors and City management and staff.
Market and External Factors	The strength of the Canadian dollar and stringent US/Canada border regulations has affected the number of tourists (especially from the United States).	The RBCM continues to promote itself within the tourism sector to create awareness. The Winter Olympics and Paralympic Games will increase tourism traffic significantly in 2010 (and beyond).	RBCM partners with Tourism Victoria on an ongoing basis; and recently participated at the BC Tourism Industry Conference as a sponsor and presenter.
	A general trend towards declining attendance is being experienced by museums across North America.	RBCM works towards hosting/creating intriguing exhibitions for all British Columbians that draws new as well as repeat visitors.	A visitor experience master plan is currently in development and is expected to be implemented during fiscal year 2008-09.
	RBCM competes in the international market for exhibitions requiring significant investment of funds.	In the future RBCM plans to build new exhibitions areas capable of hosting major blockbusters. Until then, attractive temporary exhibitions and refurbishment of the world-class galleries will be done to continue attracting new and repeat visitors to British Columbia.	We have complied with the Shareholder's direction to prepare a Business Plan which will require significant capital investment to implement.

APPENDIX B: RESEARCH/ PUBLISHED ARTICLES

Below is a list of selected publications associated with current research projects authored or co-authored by Royal BC Museum Corporation staff, volunteers, research associates and collaborators.

PEER-REVIEWED ARTICLES

Hanke, G.F., M.C.E. McNall, and J. Roberts. 2006. First Records of the Yellow Bullhead (*Ameiurus natalis*), a Loricariid Catfish (*Panaque suttonorum*), and a Silver Pacu (*Piaractus cf. P. brachypomus*) in British Columbia, Canada. Canadian Field Naturalist, 120(4): 421-427.

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Syd Cannings

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Gavin Hanke

Hanke, G.F. and G. Gillespie. 2007. European Green Crabs (*Carcinus maenas*) – Well-established along Vancouver Island's western coastline. *The Victoria Naturalist*, 64(4): 10-13.

Hanke, G.F. 2007. Tidepool Naturalists – Learn Your Fishes. *The Victoria Naturalist*, 64(1): 8-14.

Forsyth, R.G. (In press). First record of the European land snail *Trochulus striolatus* in British Columbia, Canada (Pulmonata: Hygromiidae). *The Festivus. "Towards a bibliography of the terrestrial molluscs of Canada"*, available at www.mollus.ca/bibliography.

Shelley, R.M., R.A. Cannings, P.T. LePage and K.J. White. 2007. A glomeridesmid millipede in Canada (Diplopoda: Glomeridesmidae). *Entomological News* 118(2): 199-202.

Richard Hebda

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Hebda, R.J. 2007. Commentary: Museums, Climate Change And Sustainability. *Museum Management and Curatorship* Vol. 22, No. 4.

McDadi, O. and R. J. Hebda. Change in historic fire disturbance in a Garry oak (*Quercus garryana*) and Douglas-fir (*Pseudotsuga menziesii*) mosaic, University of Victoria, British Columbia, Canada: a possible link with First Nations and Europeans. *Forest Ecology and Management*.

Ken Marr

Marr, K.L., Allen, G.A., and Hebda, R. Refugia in the Cordilleran Ice Sheet of western North America: Chloroplast DNA diversity in the Arctic-alpine plant *Oxyria digyna*.

NON-REVIEWED NEWSLETTER ARTICLES

Art Borkent

Borkent, A. and G.R. Spinelli. 2007. Neotropical Ceratopogonidae (Diptera: Insecta). In: Adis, J., J.R. Arias, G. Rueda-Delgado, and K.M. Wnatzan (Eds.): Aquatic Biodiversity in Latin America (ABLA). Vol. 4. Pensoft, Sofia-Moscow. 198 pp.

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Sinclair, B.J., A. Borkent and D.M. Wood. 2007. The male genital tract and aedeagal components of the Diptera with a discussion of their phylogenetic significance. *Zoological Journal of the Linnean Society* 150:711-742.

Rob Cannings

Cannings, R.A. 2007. Recent range expansion of the Praying Mantis, *Mantis religiosa* Linnaeus (Mantodea: Mantidae), in British Columbia. *Journal of the Entomological Society of British Columbia* 104: 73-80.



Inside Pellucidar Cave, where the skeletal remains of a Short-faced Bear (*Arctodus simus*), a species that is now extinct, were recovered by RBCM scientists. Photo by Joanne McSporran.

Leah Ramsay

Cannings, R.A., L.R. Ramsay and S.G. Cannings. 2007. Odonata inventories in British Columbia, Canada: Determining the conservation status of odonata species. Pp. 137-151 in B.K. Tyagi.(ed.) *Odonata -- Biology of Dragonflies*. Scientific Publishers (India). 366 pp.

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Richard Ring

Ring, R.A. 2007. Vive la diversité. Gold medal address, Bulletin of the Entomological Society of Canada 39 (2): 58-63.

Geoff Scudder

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Lorne Hammond

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Grant Hughes

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Grant Keddie

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Martina Steffen

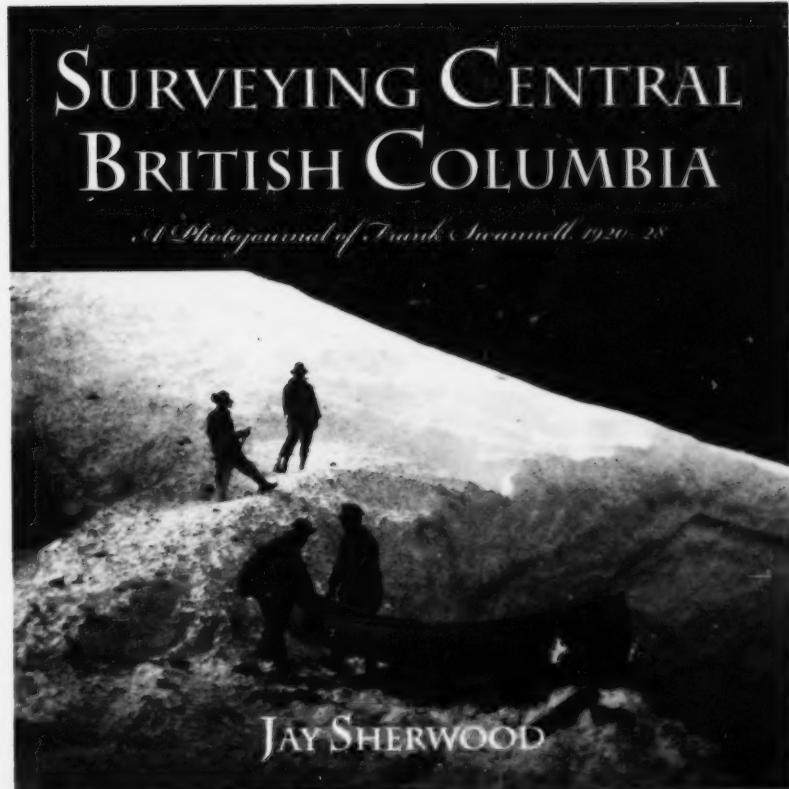
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PUBLICATIONS

1. April 2007: *Trees & Shrubs of British Columbia* (Royal BC Museum Handbook; new RBCM edition) – T. Christopher Brayshaw – \$25.95 (ISBN 978-07726-5608-8).
2. May 2007: *The Legacy: Tradition and Innovation in Northwest Coast Indian Art* (new RBCM edition) – Peter L. Macnair, Alan L. Hoover and Kevin Neary – \$36.95 (978-07726-5609-4).
3. June 2007: *Brittle Stars, Sea Urchins & Feather Stars of British Columbia, Southeast Alaska and Puget Sound* (Royal BC Museum Handbook) – Philip Lambert and William C. Austin – \$24.95 (ISBN 978-07726-5618-6).
4. November 2007: *Food Plants of Interior First Peoples* (Royal BC Museum Handbook; new RBCM edition) – Nancy J. Turner – \$25.95 (978-07726-5846-3).



Published in November 2007, *Surveying Central British Columbia* has won awards for history writing and design.

5. November 2007: *Plant Technology of First Peoples in BC* (Royal BC Museum Handbook; new RBCM edition) – Nancy J. Turner – \$25.95 (978-07726-5847-0)
6. November 2007: *Surveying Central British Columbia: A Photojournal of Frank Swannell, 1920-28* – Jay Sherwood – \$39.95 (ISBN 0-978-07726-5742-8)

APPENDIX C: PUBLIC PROGRAMS

Discover Program

Daily at 1:15 p.m.

Discover: Life on the Beach; Skeletons; Special Effects; Your Family History; Something You've Never Seen Before; A History Mystery; Preserving Our Past. This unique program provides visitors with a 'behind-the-scenes' look at the work of the museum and archives. Each day, RBCM expert staff presents their profession through storytelling, demonstrations and interactive experiences with our collections and holdings.

Titanic: The Artifact Exhibition Interpretive Program

One of the most innovative and successful aspects of the RBCM presentation of *Titanic: The Artifact Exhibition* was an innovative interpretive theatre program. Actors, each playing multiple roles, brought the stories of the *Titanic* to life. Each player carefully researched the lives of real people drawn from every social class. Through vignette presentations and thoughtful one-on-one conversations with visitors, the actors gave this epic event a humanity that is often lost in the legend.

Astronomy Day – April 21, 2007

The Royal BC Museum Corporation and the Royal Astronomical Society of Canada presented a full day of family-oriented space activities and discussion by professional astronomers about the meaning of the universe, and how to learn how amateur astronomers can observe space with regular binoculars and telescopes. Multimedia presentations took visitors on a journey through the solar system, and offered a special look at Canada's presence in space.

9th annual Vancouver Island Regional Heritage Fair – May 4, 2007

The Historical Heritage Fair provides local Grade four to nine students with the opportunity to exhibit their original Canadian history projects. Several of the projects on display will be selected to go to the National Historical Heritage Fair in early July.

**Remembrance Commemorations – November 10 and 11, 2007
“Remembering the Past, Hoping for the Future”**

The Royal BC Museum Corporation is proud to recognize the role Canadians have served in world conflicts and in peacekeeping work around the world. Representatives from Veterans Affairs Canada and the Royal Canadian Legion joined local veterans, historians and community groups in hosting events and displays from 10 a.m. to 4 p.m. each day. Remembrance-weekend gives all of us a chance to recognize the achievements and sacrifices of Canada's veterans. They are ordinary men and women who have done extraordinary things, becoming heroes and proving their valour on our behalf.

Christmas Programming – November 15, 2007 – January 9, 2008

Costumed storytellers shared the holiday spirit through songs and tales; traditional decorations were displayed and the sights and sounds of the Christmas season could be heard throughout Old Town in the modern history gallery and through seasonal programming in Helmcken House.

Story Theatre Company performers (from left to right) Collen Ecclestone, Danette Boucher, Kelt Ecclestone and Michael Delamont enact the Victorian Christmas program in Old Town, complete with music, storytelling and historical interpretation.



An Old Fashioned Christmas at Helmcken House – December 16, 2007 - January 9, 2008

The traditions of Christmas and the celebration of the season, as was common in the Victorian period, were explored in this fun and educational program. Visitors were delighted to relive some of the traditional festivities of a Victorian Christmas.

Carol along with the Carillon – December 9, 2007

Many people braved the weather as we rang in the season with a selection of well-known Christmas carols played live by Provincial Carillonneur Rosemary Laing. Song sheets were provided, as our visitors wore their woollies and sang along with members of Victoria's Via Choralis at this free event. The **Netherlands Centennial Carillon** was a gift from British Columbia's Dutch community to honour Canada's 100th birthday in 1967 and is the largest in Canada with 62 bells.

School Programs

On-site school programs on a variety of subjects have been given every year for nearly 30 years at the RBCM. Programs include:

- Fins, Feathers and Fur: Grades K/1
- Wild World of Wolves: Grades 2/3
- A Century Ago: Grades 2/3
- A Day's Journey: Grade 4
- Our Changing Climate: Grades 4/5
- Wealth from the Ground: Grade 5
- Marsh Monsters and Swamp Things: The Microscopic World of Wetlands: Grades 6/7
- An Old-Fashioned Christmas at Helmcken House: Grades 3/4/5



“On Dasher, on Dancer, on Prancer, on Vixen....”

Adult Tour Program

Volunteer tour guides conduct highlights tours of the permanent galleries for pre-booked groups, new-volunteer museum and archives orientation and to host visiting dignitaries. As a value-added experience during the summer season, visitors could take one-hour tours of particular galleries for an in-depth look at the human and natural history of British Columbia. The apprentice docent program continues to recruit and train new volunteers eager “to share our story with the world”.

Junior Docent Program

A number of enthusiastic youth volunteer in the Helmcken House Christmas program, and in the permanent gallery animation program, where they educate and entertain visitors. Forty additional junior docents were also recruited and trained to participate in *Titanic, the Artifact Exhibition*, from April 14 to October 14, 2007.

A SUPPORTIVE COMMUNITY

We appreciate and acknowledge the continuing support of the Province of British Columbia.

The Royal BC Museum is grateful for the generous support it receives from the community. Our thanks to the following people, organizations and businesses who have contributed to our success. Fiscal year 2007-08.

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